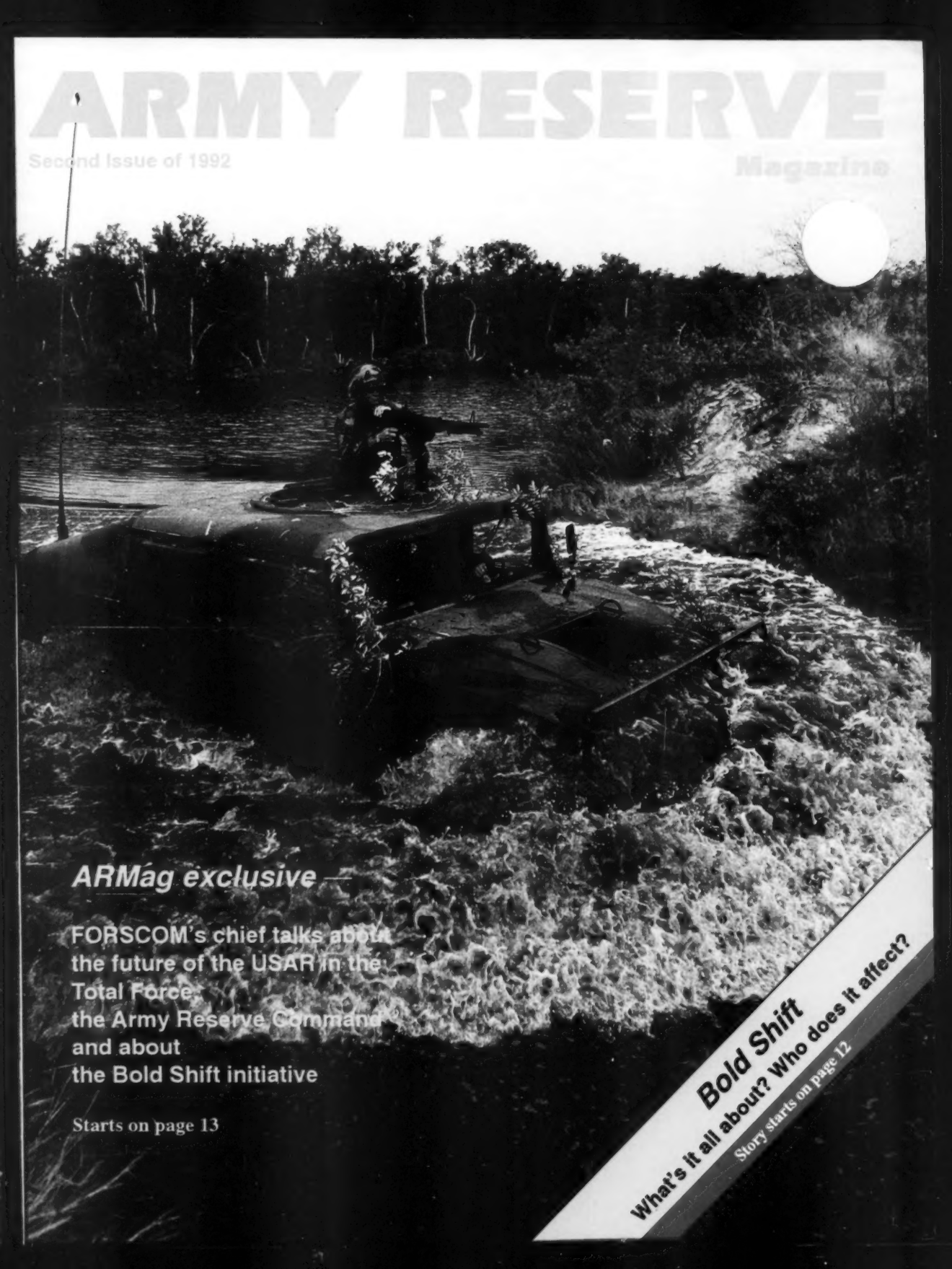
ARMY RESERVE

Second Issue of 1992

Magazine



ARMag exclusive

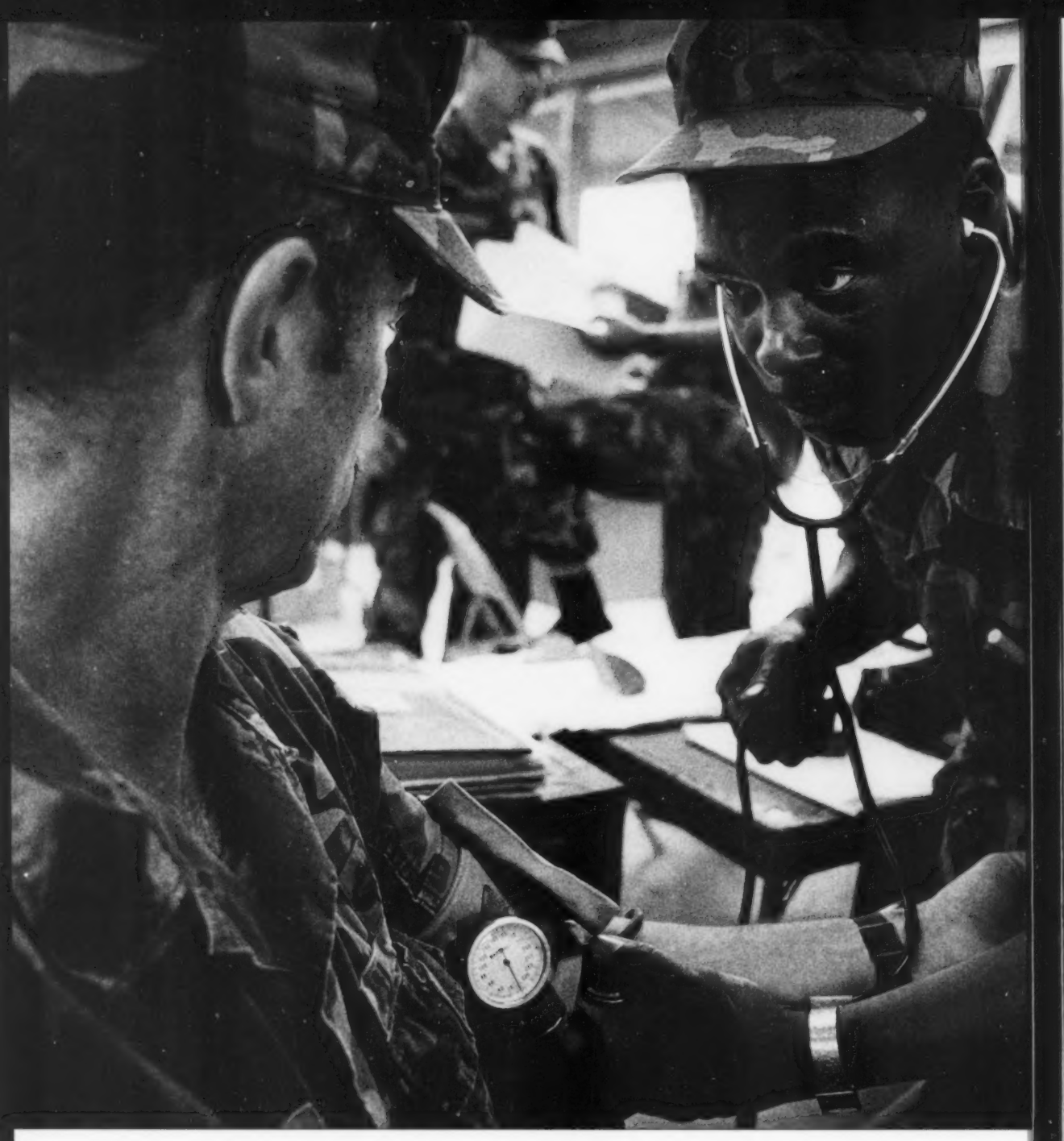
FORSCOM's chief talks about
the future of the USAR in the
Total Force,
the Army Reserve Command
and about
the Bold Shift initiative

Starts on page 13

Bold Shift

What's it all about? Who does it affect?

Story starts on page 12



Fuertes Caminos '92 participants get top-notch medical care from fellow Reservists while in Panama

Army Reserve SSgt. Carl Franklin, 44th General Hospital, Madison, Wisc., performs sick call duties at Camp Rosseau in Panama during his annual training there. Franklin, a medic, is one of 2,800 Reservists who participated in the joint, six-month exercise with the Panamanian government. Watch for the next edition of ARMY RESERVE Magazine for a detailed story on this year's USAR involvement in the Central American exercise known, in English, as 'Strong Roads'. (Photo by Joe Cordo)

ARMY RESERVE Magazine

Volume XXXVIII
Number 2

Contents

"The Secretary of Defense shall require the complete and current dissemination to all Reserves and the Public, of information of interest to the Reserve Components"

Section 278, Title 10, U.S. Code

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Incapacitation pay

What Reservists and their commanders should know about incapacitation pay, should they ever find themselves involved in a claim under the Reserve Component Incapacitation System.

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Ike's Command Train

Reserve railroaders from Wisconsin provide yeoman service in prepping Gen. Dwight Eisenhower's World War II train from its National Railroad Museum home, to Ike's home in Abilene, Kansas.

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The USAR and the environment

Reserve environmental assesment teams help RC commanders meet their responsibilities under federal, state and Army regulatory guidance. Great potential of liability for non-compliance exists for commanders, according to the judge advocate general.

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Departments

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About our covers: Front — Showing just how docile and maneuverable the Army's High Mobility, Multi-Wheeled Vehicle is, Spec. Harold Weston took his gunner, Spec. Robert Voshell for a swim during training at nearby MacDill Air Force Base, Fla. His passengers, Specs. Melken Thomas, Scott Tustison and William Hoadley, never even got damp. All are assigned to the 810th Military Police Co., Tampa, Fla. Photo by James Robinson. **Rear** — The latest in a series of USAR historic art entitled Farnsworth Creek, Pennsylvania - 1935, focuses on the key role the USAR played in managing more than 2,700 Civilian Conservation Corps camps in the 1930s. Some 30,000 reserve officers were called to active duty during the era. This Dan Brown lithograph is available, in a more complete version, through the Retention Publicity Item system as RPI 470.

INCAPACITATION PAY

Why, Who, When, How?

Washington, D.C. — Many Reservists are unclear about whether or not they would be eligible to receive incapacitation pay under certain circumstances associated with their USAR affiliation.

An umbrella known as **The Reserve Component Incapacitation System** covers illness and disease as well as injury. It is a sort of "workmen's compensation" for the Army Reserve and Army National Guard, and it serves a twofold purpose.

First, if soldiers incur or aggravate an injury or become ill or diseased while on active duty, inactive duty training, or while traveling to or from such duty, they may receive medical care.

Second, if soldiers lose military or non-military income as a result of the injury, illness, or disease, they can be compensated.

When a reserve soldier is injured, or contracts an illness or disease while on duty, the first priority is to provide emergency medical care. RCIS requires that the soldier be treated and evaluated in the nearest military Medical Treatment Facility if the situation is not an emergency. In emergency situations, the soldier should be taken to the nearest hospital.

If follow-up care is required, the soldier must go to a military facility.

Like most Army programs, RCIS doesn't just happen and, like civilian health insurance, it requires documentation. Benefits beyond initial medical care may be delayed until a Line of Duty Investigation is completed, approved, and returned to the soldier's unit. The sooner the LOD process is completed, the sooner the benefits may start.

Commanders must ensure that a Line of Duty Investigation is initiated within 48 hours of notification of the injury. Informal LDs should be completed within seven days of the injury, and formal LDs within 21 days of the injury.

The unit commander is responsible for ensuring that the LD is completed in a timely manner and must attest to the soldier's duty status at the time of the injury, illness, or disease, and forward that certification (Section II of DA Form 2173) to the appropriate Casualty Area Command for approval.

Section I of the same DA Form 2173 should be filled out by the attending physician, civilian or military and, if the soldier can't present the form to the doctor, the commander or commander's representative should. These forms may be initiated by either the commander or the physician at an MTF.

The soldier is eligible for treatment of the injury, illness, or disease contracted while on duty and continues to be eligible for such treatment whether on or off active duty, unless it is determined that the soldier was "not in line of duty." Treatment is only authorized for specific injury, illness, or disease. Any other medical care received for "not in line of duty" ailments will be at the expense of the soldier.

However, medical treatment is authorized for as long as the soldier must receive medical care, until the soldier's condition can no longer be improved by medical treatment, or until the soldier is returned to duty.

Once the Line of Duty findings are approved and the soldier's injury, illness or disease is determined to be "in

see 'Incap Pay' on page 26

WO leadership development plan to seek a new breed of warrant; speed accessions

by MW4 Dave Welsh

Washington, D.C. — Last May the Deputy Chief of Staff for Operations at HQ, Department of the Army initiated a Warrant Officer Leader Development Decision Network, with Training and Doctrine Command as executive agent and the Army Staff, major commands, and other selected commands providing representatives to the WOLDDN.

The purpose is to study warrant officer life cycle management from accession through retirement. The LDDN is unique because active Army, National Guard and Army Reserve issues were looked at simultaneously. It is also the first time the Total Warrant Officer System (TWOS) has been reviewed since its implementation.

The Network has prepared a draft Warrant Officer Leader Development Action Plan which was briefed to a General Officer Steering Committee last fall with a series of briefings conducted to obtain approval of the Army Staff. Late in February a decision briefing on the final WOLDAP recommendations was presented to the Chief of Staff of the Army, who approved them all.

Work is now underway to develop implementing instructions and acquire funding.

Before October 1986, USAR warrant officers received direct appointments without the requirement to attend Warrant Officer Entry Training. For years, warrant officers of all grades served in grade "immaterial" positions. Authorization documents simply stated "WO". Units submitted requisitions and commanders hoped to get "crusty" warrants with years of experience — already an expert, needing little training or guidance.

In 1984 and 1985 TWOS came along and implemented the triple check appointment system. Applications are prepared and sent by the first lieutenant colonel in the chain-of-command directly to the U.S. Army Recruiting Command. There they are administratively checked for eligibility. USAREC then forwards the application to the proponent who determines if the soldier meets the technical qualifications for entry training and has the potential

see 'WOLDAP' on page 25

New England ARCOM turns to tradition for 'new' shoulder patch

Hanscom Air Force Base, Mass — Soldiers assigned to the 94th Army Reserve Command Headquarters and its subordinate units are replacing their "Puritan" shoulder sleeve patch with one worn by the 94th Infantry Division during combat in World War II.

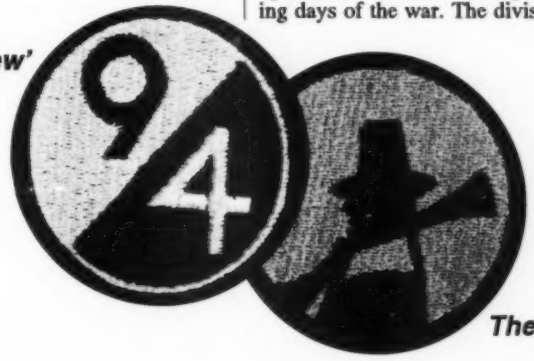
The patch being sewn on Class A and Battle Dress Uniforms is circular and diagonally divided. A black nine is in a gray area above the diagonal, and a gray four appears below in a black area in the Class A patch. An outside circle is green.

Black and gray are the colors of the 94th Infantry Division which earned four battle streamers as they fought against German units during the closing days of the war. The division soldiers earned recognition for their performance during campaigns in Northern France, Rhineland, Ardennes-Alsace and central Europe. and saw combat 221 of the 257 days spent in the European Theater of Operations.

The Puritan with musket insignia replaced an earlier patch depicting an Indian with a bow and arrow in 1923. This change was more symbolic of the traditions of Massachusetts and other New England states, said William Warren, World War II commander of Company K, 3rd Infantry Battalion, 301st Regiment.

The "9/4" patch was worn by soldiers after September 1942 until the division returned to Army Reserve service following World War II. In 1956 the Puritan was reactivated. The unit has been activated, inactivated and reactivated through the years. In 1967, the unit was reorganized as the 94th U.S. Army Reserve Command. Today, located at Hanscom Air Force Base, it supports more than 11,000 reservists.

The 'new'



The old

'Stormers' get to keep single DBDU after all; Army leaves 390,000 sets with troops

Washington, D.C. — We mentioned in our last issue that the Army was awaiting a congressional decision on allowing Desert Storm veterans to keep one set of the Desert Battle Dress Uniform as a gratuitous issue.

The final decision is that a set of the distinctive "chocolate-chips" can be retained by Gulf vets.

After an initial Army announcement in March that soldiers would be required to turn in the one set issued as required by law, it sent a message to the field suspending the turn-in process of the $51 uniform.

At the end of **Operation Desert Storm**, Army leadership authorized soldiers who had deployed to Southwest Asia to retain one set of the desert uniforms for homecoming parades and ceremonies. Many active and reserve soldiers also sought to keep a set as a symbolic gesture of thanks for their contributions to the war effort.

The cost of allowing soldiers to keep a set of DBDUs is estimated at around $19-million. In all, it will take some 390,000 sets of the uniform to allow each soldier to keep one.

Commercial drivers' licenses in vogue for USAR miltechs operating some vehicles off installation

Washington, D.C. — All Department of Defense civilian employees were required by the Commercial Motor Vehicle Act of 1986 to possess a Commercial Driver's License (CDL) by April 1, 1992.

The license is required to operate, off a military installation, vehicles of 26,000 pounds or more, those carrying 15 or more passengers, or those carrying hazardous cargo in an amount that requires placarding.

USAR technicians are required to have a CDL when not on active duty, or participating in Inactive Duty Training. When on duty, in uniform, and subject to the Uniform Code of Military Justice, USAR soldiers are covered by the waiver granted to the Army in 1988.

The Department of the Army, Office of the Deputy Chief of Staff for Logistics, has requested Office of the Secretary of Defense approval for use of government vehicles by DOD civilians in obtaining a CDL. Cost of the special license is the responsibility of the employee, with no reimbursement provided, though the cost is a tax deductible employment expense. Actual cost, training requirements and testing will vary by state.

SDT is just around the corner for sergeants and sergeants first class; SQT a memory in October

Washington, D.C. — The Self-Development Test (SDT) will replace the Skill Qualification Test (SQT) for USAR soldiers on October 1 of this year.

Sergeants through sergeants first class will take the SDT. Junior enlisted soldiers will not be tested.

Soldiers will be tested in their primary military occupational specialties and those soldiers whose duty MOS does not match their PMOS are not required to test.

The SDT will have a 12-month window, and be administered biennially. It is designed to measure a non-commissioned officer's ability in three specific areas: MOS (job knowledge), leadership and training. The test will contain approximately 100 questions, (60 for the MOS portion, and 20 questions in each other area). No unit training time will be devoted to preparation for the SDT and the maximum time to complete the test is two hours. Each area of the test is scored separately and rolled into a composite score.

Soldiers, therefore, are measured in each of the three areas, and in total. In addition, they are ranked by percentile against their peers.

Adjust fire!

The photograph appearing at the top of Page 13 of our last issue (Volume XXXVIII, Number 1) was provided to us improperly credited. The actual photography was accomplished by Tim Koestering. Additionally, as the result of a merger action involving the 84th and 85th Divisions (TNG), the band should have been identified as the 84th Division (TNG) Band.

New 1992 VA benefits handbook ready to order

Washington, D.C. — One of the federal government's all-time best-selling publications, *Federal Benefits for Veterans and Dependents*, has been updated for 1992 and is available from the U.S. Government Printing Office.

Published by the Department of Veterans Affairs, the 96-page handbook describes federal benefits for veterans and dependents such as medical care, education, disability compensation, pension, life insurance, home loan guaranty, vocational rehabilitation and burial assistance.

It also explains the eligibility requirements for the different benefits and outlines claims procedures.

Addresses and phone numbers of all VA offices, medical centers, national cemeteries, Vietnam veterans counseling centers and other VA facilities are listed by state.

The handbook, which sells for $3.70, also includes special sections on veterans benefits administered by other federal agencies, including the Departments of Defense and Labor.

The handbook is available postpaid from the Superintendent of Documents, U.S. Government Printing Office, Washington, D.C. 20402-9325, stock number ISBN 0-16-036128-1. To order with VISA or Mastercard, phone (202) 783-3238.

Reservists can carry excess leave under some circumstances

Alexandria, Va. — By law, reserve component soldiers who are serving on active duty (other than for training) in support of a contingency operation are authorized payment of leave they accrue.

The National Defense Authorization Act for Fiscal Years 1992 and 1993 authorized that payment of accrued leave can only be made to members of the reserve components, retired reserve members and retired members of the active Army who have been called to active duty to support a contingency operation.

Title 10, U.S. Code, Section 101 defines a contingency operation as a military operation that is designated by the Secretary of Defense as an operation in which members of the Armed Forces become involved in military actions, operations or hostilities against an enemy of the United States or against an opposing military force or results in the call to or retention on active duty of members of the uniformed services under provision of law, during a war or national emergency declared by the President or Congress.

Reservists, retired reserve, retired members of the active Army when called to active duty in support of a contingency operation may "cash in" earned leave upon release from active duty, whether or not they previously "cashed in" 60 days of earned leave as a result of prior active duty.

Finance officers will pay accrued leave when reserve component and retired members of the active Army complete their period of AD in support of a contingency operation pending a change to DoD's Military Pay and Allowances Entitlements Manual. Active Army soldiers on active duty who separate or retire and have accumulated in excess of 60 days leave are NOT authorized payment of more than 60 days of leave. RC soldiers, retired reserve members and retired members of the active Army who have been called to active duty in a duty assignment in support of a contingency operation during a fiscal year and would lose any accumulated leave in excess of 60 days at the end of that fiscal year, are authorized special leave accrual not to exceed 90 days (60 days of normal leave carry over plus 30 days special leave accrual), provided they remain on active duty into the next fiscal year.

Should the Reservist remain on active duty the succeeding fiscal year and leave accumulates in excess of 60 days at the end of that fiscal year, they would have until the end of the next succeeding fiscal year to use this leave, according to DoD entitlement officials.

This information will be incorporated in the new AR 600-8-10, *Leave and Pass.*

Got your 20-year letter? Want to stay in active status? You'll have to find 50 points each year

Washington, D.C. — A change to AR 140-10, published in February spells out the provisions of DoD Directive 1200.15, which require officers (other than commissioned warrant officers) and enlisted soldiers with 20 years of qualifying service for non-regular retired pay, to earn 50 points annually, to be retained in an active status in the selected Reserve, Individual Ready Reserve, or the Standby Reserve (Active list).

Soldiers who fail to attain 50 points by the anniversary of their Retirement Year Ending (RYE), will be removed from active status. A waiver of non-participation can be granted only on a one-time basis for failure to earn the required 50 points during a retirement year.

OCAR officials note that it is the soldier's responsibility either to request the waiver or document that non-participation was due to circumstances beyond his or her control.

Reserve soldiers intent on remaining in an active status after having received their letter of eligibility for retired pay at age 60 should ensure they earn at least 50 retirement points each retirement year. This can be accomplished through any combination of active duty for training, inactive duty for training (either for pay and points or points only), as explained in AR 140-85 and correspondence courses.

Reservists are automatically credited with 15 membership points each year that count toward the 50 points required. Incorrect annual retirement point statements should be updated as soon as possible to preclude removal from active status based upon erroneous retirement point data.

OCAR Personnel Division is analyzing the projected effects this program will have upon reserve soldiers and is tasked with overseeing implementation guidance to the U.S. Army Reserve Command and ARPERCEN.

Reservists who may want to go in Active Army now facing new requirements

Ft. Sheridan, Ill. — New eligibility criteria have been established for Army Reserve soldiers seeking to enlist in the active Army due to a change in AR 601-210.

The procedures which govern the acceptance of reserve component soldiers for enlistment in the active Army were changed on March 31 to accept only those Reservists who already possess a Military Occupational Specialty.

Another new requirement is that reserve soldiers must have completed Initial Active Duty for Training and have been a member of a reserve unit for one year after completing IADT. All requests will require clearance by the RC commander involved.

Bona fide hardship cases will be reviewed and may be approved by HQ, USAREC, as an exception to this policy.

375th Trans. Gp. takes top honors for second time

Ten centers take down $750,000 in prize money during ACOE

Washington, D.C. — The overall winner of this year's Army Communities of Excellence and its $150,000 cash prize, is the 375th Transportation Group of Mobile, Ala.

Winner of the large center award was the Twaddle U.S. Army Reserve Center of the 95th Division (TNG), Oklahoma City, Okla. while the Vicksburg U.S. Army Reserve Center, home to the 412th Engineer Command in Vicksburg, Miss., took home the small center honors. Both received checks for $75,000.

Runner up in the large center category was the Ft. Des Moines USARC of the 103rd COSCOM in Des Moines, Iowa and the Quinones USARC of the 91st Division (TNG) in Lathrop, Calif., was named runner up in the small center category. Their share of the prizes was $50,000 each.

ACOE trophies sparkle in the sunshine of the Pentagon courtyard while waiting to be picked up by their new owners.

Five centers were singled out as "honorable mention" winners and each received checks for $25,000. Awardees included the Garcia USARC, Houston, Texas, (75th MAC); the Diamond USARC, New Orleans, La. (377th TAACOM); USARC, Concord, N.C. (HQ, 108th Division (TNG)),; the Custer USARC, Livonia Mich., (70th Division (TNG)) and finaly, the Clinton County USARC, Lockhaven, Pa., (HHC, 1st BN 314th Regt., 157th Inf. Bde (M)).

The Army Communities of Excellence process for 1992 had been in full swing for months and showed great promise as another successful year. ACOE has become widely recognized as a critical element in the readiness of the Army Reserve.

Community excellence in both customer service and facilities is a vital force in shaping individual performance according to ACOE officials. In preparation for this year's competition, workshops were conducted in eight different cities and installations during the summer of 1991 with senior reserve leaders from around the nation attending.

During the fall of 1991, USAR communities and centers submitted packets indicating formal participation in the screening and assessment process. Forty-eight packets were reviewed by FORSCOM and from those, 20 were forwarded to Headquarters, Department of the Army for further review.

The field was then narrowed to 10, from which an overall winner, runners-up in large and small categories, and honorable mention participants were selected.

Winners of the top prize two years running, members of the 375th Trans. Gp., Mobile, Ala., pause to show off their hardware.
(Photos by Lt. Col. Dick Devlin)

Cash awards increased in all categories this year. The overall winner received $150,000; the large and small category winners receive $100,000 and runners-up get $75,000. As a new addition this year, five honorable mention centers each received $25,000.

A formal presentation of the cash awards and trophies was made in the Pentagon's central courtyard in a Total Army ceremony recognizing winners from the Army Reserve, National Guard and active Army late in May and was sponsored by the Chief of Staff of the Army.

The commitment to excellence in the Army Reserve is a continual process and two more workshops for 1993 entrants are scheduled in St. Louis on July 21-22; and Atlanta on Aug. 21-22.

Three earlier workshops for 1993 entries have already been presented.

Questions regarding ACOE can be directed to Lt. Col. Patrick Barry at (703) 696-3993 or DSN 226-3993.

Five Reservists get nod for MacArthur Leadership Award

Arlington, Va. — Five Army Reservists have been named winners of this year's General Douglas MacArthur Leadership Award.

They are Capt David S. Elmo (353rd Civil Affairs Command); lst Lt. Ingrid C. Jurich (312th Support Center); Capt. Robert J. Moore (208th JAG Detachment); Capt. Ronald D. Rallis (78th Military Law Center); and lst Lt. Deborah J. Wilson (324th Data Processing Unit). The five soldiers were selected to receive the award for their demonstration of the ideals that General MacArthur stood for, "Duty, Honor and Country."

The Douglas MacArthur Foundation, in accordance with Department of Army guidance, has established the General Douglas MacArthur Leadership Award to promote, sustain, and recognize effective junior officer leadership.

The OCAR MacArthur Leadership Award Board convened in Washington, D.C. on January 14-15, 1992 and the awards ceremony was hosted by the Chief of Staff of the Army in the Pentagon's MacArthur Corridor in mid-May.

The Foundation provided engraved awards to each winner and an office call was scheduled with the Chief, Army Reserve, MG Roger W. Sandler, directly following the ceremony, to honor the USAR winners and their families.

The point of contact for more information is Maj. Doris Swain, who can be reached at DSN 226-3922 or commercial on (703) 696-3922.

USAR Pershing winners named by command, staff college

Ft. Leavenworth, Kansas — Maj. John F. Hargraves, an Army Reserve officer assigned as chief of the mobilization section of the FORSCOM Augmentation Unit at Ft. McPherson, Ga., was named the Pershing Award winner during graduation ceremonies for 73 Army National Guard and Reserve officers attending the Command and General Staff Officer's Reserve Component Course.

There was a three-way tie for the winner of the award for the course's non-resident version and Lt. Col. Ronald J. Williams, an Army Reserve air defense artillery officer assigned to the Army Reserve Personnel Center, St. Louis, Mo. shared the spotlight with an officer from each of the active Army and Army National Guard.

Maj. John Hargraves, right, poses briefly with the Chief, Army Reserve, Maj. Gen. Roger W. Sandler after graduation.

The 19-week resident course, which began in August, integrates reserve component officers into the regular CGSOC curriculum, attending during Term I as members of each staff group of the college. All USAR officers are eligible to apply for the course if in the grade of captain or major.

The course focuses on sharpening the war-fighting skills of the officers as future battalion commander and division and corps staff officers. Though the course is primarily dedicated to the tactical and operational art of war, it also includes modules in military history, leadership, resource management and other sustainment skills.

Job redesignated ART slot; DA civilian heads to basic training stateside

Heidelberg, Germany — For millions of soldiers, going to basic combat training is just part of the Army routine. But one European-based Army Reservist recently went to basic training and made history.

Spec. Darcy Blankenship, 23, is the first non-prior service soldier to enlist overseas in the 7th Army Reserve Command and attend basic combat training in the States.

Blankenship, 23, graduated from basic training late last fall at Ft. Leonard Wood, Mo. "I thought [basic] was going to be my worst nightmare. That's what everyone was telling me," she said.

Blankenship has worked as a Department of the Army civilian for five years, spending the past three at Headquarters, 7th ARCOM here. She enlisted under the Civilian Acquired Skills Program recently when her civilian job at the reserve command was redesignated as an Army Reserve Technician position. To hold an ART position, the employee must belong to an Army Reserve unit or be a military retiree.

To prepare for basic training, Blankenship could draw from the military experience in her family. Her father, John, is a retired lieutenant colonel and her mother, Judy, works as the quality assurance coordinator for the 7th Medical Command. On the sibling front her brother, Jeff, a Desert Storm veteran, serves as a first lieutenant with the 101st Airmobile Division (Air Assault) at Ft. Campbell, Ky., while another brother, Keefe, is a private first class in the Army Reserve in Arizona.

The 7th ARCOM, headquartered in Heidelberg, consists of 23 units located in Germany, Italy and the United Kingdom. These units support the U.S. Army, Europe, in the areas of military intelligence, transformation, aviation, operations, and medical services. Five 7th ARCOM units deployed to Southwest Asia to support Operations Desert Shield and Storm.

Uncommon Sight

Maj. Gen. (Ret.) Stuart D. Menist (left) and Maj. Gen. Robert L. Menist (right)

Washington, D.C. — In what is the only known such occurrence, the recent promotion of Robert L. Menist to the rank of major general makes him the first ever to follow his father in achieving that rank in the Army Reserve.

Maj. Gen. (Retired) Stuart D. Menist, former commander of the 91st Div. (TNG), joined in pinning on his son's two stars in a recent ceremony at the Presidio of San Francisco.

The younger Menist is currently assigned to the Office of the Assistant Secretary of the Army for Research, Development and Acquisition at the Pentagon.

84th and 85th Divisions merge; 84th is survivor

Milwaukee, Wisc. — Under an organizational initiative known as "Quicksilver", the 84th and 85th Training Divisions will merge with an effective date of January 15, 1993.

The 84th has been designated as the surviving headquarters of the merger with the configuration of the division to be basically the same after the merger as it is now.

A division headquarters, the band, a reception battalion, a training support brigade, one artillery (OSUT) brigade, one armor (AIT) brigade, and two (BCT) training brigades will remain.

Open period runs through March 1993

Eligible Reservists to get a second chance to select SBP

St. Louis, Mo. — Army Reservists who are eligible to receive retired pay at age 60 now have an added opportunity to elect a Reserve Component Survivor Benefit Plan.

The two routine application periods for this plan occur first when the 20 year letter (certifying retirement eligibility) is received, and again when retired pay is applied for just prior to reaching age 60.

The new open enrollment period began April 1, 1992 and will run through March 31, 1993. During this time, any Reservist or retired Reservist, who did not elect the Survivor Benefit Plan when eligible, may enroll.

Other options which will be available, besides the regular Survivor Benefit Plan, include an increase in the base amount of the plan for those who currently are participating with an amount less than the maximum; addition of a spouse to a plan that previously covered only dependent children and enrollment in the Supplemental Plan.

The Supplemental Plan provides a continuation of the spouse's benefit at up to the 55-percent level when the spouse reaches age 62. The regular Survivor Benefit Plan includes a significant offset at that point; either a reduction by the amount of Social Security benefit earned by military service or a reduction to thirty-five percent, depending on when the Reservist became eligible for retired pay.

For reserve soldiers who were retirement eligible prior to October 1, 1985, the reduction is based solely on the active duty or active duty training completed after December 1956. Reserve soldiers who were retirement eligible after October 1, 1985, fall under a two-tier system of computations. Under this system, the annuity is reduced from 55 percent to 35 percent of the member's designated retired paybase amount. Electing to participate in the Supplemental Plan will prevent the annuity from being reduced.

The Supplemental Plan allows for additional benefits of five, ten, 15 or 20 percent. The cost is based on the increment elected, and the members age at the time of election.

Premiums for the Survivor Benefit Plan and the Supplemental Benefit Plan are deducted from retired pay when it is received. The Plans cover survivors of eligible Reservists, who have elected these options, prior to the Reservists' attaining age 60.

However, there is a two-year waiting period for coverage after the date of election under the special open enrollment period. Survivors of Reservists or retirees who die within that two-year period will not receive the survivor benefits.

Once the election has been made, the soldier cannot cancel coverage or change options. While the Supplemental Plan is optional, it cannot be revoked once it is elected.

Letters are being sent by ARPERCEN to all eligible reserve soldiers to inform them of the open enrollment period. For more information, write to: Commander, ARPERCEN; ATTN: DARP-PAR-SCB 9700 Page Blvd., St. Louis, MO 63132-5200 or call commercially on (314) 538-5078 or DSN on 892-5078 The toll-free line is (800) 325-8311.

What is ARPERCEN?

The U.S. Army Reserve Personnel Center (ARPERCEN) is a field operating agency of the Office of the Chief, Army Reserve. It performs a wide variety of missions on behalf of Army Reservists, paticularly Individual Ready Reservists (IRR), Individual Mobilization Augmentees (IMA) and Active Guard/Reserve (AGR) soldiers.

Correspondence to ARPERCEN should be addressed to:
Commander, ARPERCEN
Attn.: DARP-_____ *
9700 Page Blvd.
St. Louis, MO 63132-5200

***If you do not know the correct "Attention" symbol, omit the attention line.**

When requesting assistance from ARPERCEN, be sure to include your social security number and sign your letter.

Ranger School now accepting training applications from qualified Reservists

Ft. Benning, Ga. — Applications from qualified Reservists are now being accepted for the U.S. Army's Ranger School at Ft. Benning, Georgia.

What's required is an iron will which supports a 'never quit' attitude, according to Ranger School officials.

"Training during the Ranger Course is some of the toughest the Army has to offer," according to Capt. Terry Driskill, training and operations officer at the 80th Division (TNG). Driskill speaks from experience because he is also a Ranger Course graduate. He said training simulates a combat environment with emphasis on sustained physical and mental exertion.

Infantry branch enlisted soldiers and junior officers are the principal candidates for attendance, though the course is open to all applicants that meet the entrance requirements. Combat exclusion rules apply to course attendance and, since it is such a demanding course, the system is very selective about who is chosen to attend.

Prospective candidates must have a variety of infantry and leadership skills, as well as be able to pass a modified Army Physical Fitness Test which includes swimming and pull-ups. A review of the individual's personnel records is also required. For more information interested soldiers should contact their local training offices or personnel managers at ARPERCEN.

CAR presents Volunteer Awards to family program supporters

St. Louis, Mo. — An award ceremony was held at the Annual Family Conference in St. Louis, Mo. in July to honor the five Army Reserve winners of the Annual USAR Volunteer Award.

Winners include Edith M. Owens, 329th Regt., 4th Bde., 70th Division (TNG); Dorothy Galiger, 457th Trans. Bn.; Asja Graper, 359th Ord. Co.; Nancy A. Leidy, Hq., 171st Spt. Gp., and Coralie S. Hunter, Hq., 159th Spt. Gp.

During the ceremony, the Chief, Army Reserve, Maj. Gen. Roger W. Sandler, presented each award recipient with a plaque and a certificate of appreciation.

The USAR Volunteer Award program was created as a vehicle to recognize outstanding family support volunteer service as well as reserve soldiers who contribute volunteer service.

The first Volunteer Awards Board convened this year in January in Washington, D.C., to select the top five USAR volunteers for fiscal year 1991. Board members noted that selection was difficult, due to the number of hard working, selfless nominees who volunteered their time, talents, and ingenuity to the cause of the USAR Family program.

Many of these nominees were fundamental in establishing Family Support Groups during **Operations Desert Shield and Desert Storm.** In fact, committee members note these volunteers were the backbone of support for Army Reserve families and that soldiers who were mobilized felt more at ease, knowing that their families were being taken care of by these volunteers.

For more information on the program, contact Maj. Doris Swain at (703) 696-3922 or DSN 226-3922, who urges units to begin lining up their nominations for the next board.

Retirement pay estimation program available by mail

St. Louis, Mo. — Army Reservists now have a computerized program available which will provide an estimated amount of the retirement benefit they can receive.

ARPERCEN will send a copy of the Retired Pay Estimation Disk to unit technicians or other Reservists who request it.

In order to run the program, users will load it on to their own personal computer.

When Reservists use the program to determine what retirement benefit can be expected, you will need to have certain information available. Most importantly, you'll need your current retirement point total. Then, you must know how many points you expect to earn each year until leaving active status; how many more years you plan to serve in an active status; projected rank at retirement and basic pay entry date.

All of this information will be entered as the program runs, then, an estimate of benefits will be produced. The program will also provide a survivor benefit estimate if desired.

Telephone numbers — commercial, toll-free and DSN — are included on the estimate for users who have questions.

To request the program, send a blank floppy disk (5-1/2-inch and a self-addressed envelope which will hold the disk) to: U.S. Army Reserve Personnel Center, ATTN: DARP-PAR (Mr. Vanover), 9700 Page Blvd., St. Louis, MO 63132-5200.

It should take about ten days to receive the disk by return mail.

Some AGR officers may get second chance at educational benefits under Montgomery GI Bill

Washington, D.C. — Officers who entered on an AGR tour under provisions of Title 10, U.S.C., after July 1, 1985 may be eligible for a second chance to enroll for education benefits under the Montgomery GI Bill.

Those officers who came on an AGR tour as their initial entry onto active duty after that date and who were not counseled and afforded the opportunity to participate in the MGIB (Chapter 30), and who did not elect to disenroll from the program, have until July 15 to enroll.

Interested officers should report to their nearest post education center or see their education service specialist for counseling and determination of eligibility. A DA Form 2366 must be completed for all eligible AGR officers.

Law now requires chief warrant officers to execute Oath of Office for commissioning

St. Louis, Mo. — The law now requires that all permanent appointments to a Chief Warrant Officer grade be done by commission.

All warrant officers should keep in mind that upon promotion to the grade of CWO2 or higher, if not previously commissioned, in the U.S. Army Reserve (USAR), they must execute a DA form 71, Oath of Office, for commissioning.

The DA Form 71 must be completed by checking the appropriate box, "Reserve Commissioned Officer", in the lower left-hand corner of the section commissioned officers, which is in the upper left-hand portion of the form.

After execution, newly commissioned warrant officers should ensure the original copy of the DA Form 71 is mailed to: Commander, ARPERCEN, ATTN: DARP-OPF-WO or ATTN: DARP-OPC-AV9700 Page Blvd., St. Louis, MO 63132-5200 for processing and posting to the Official Military Personnel File, more popularly known to the field as the microfiche.

On a political map which seems to change its face daily, it's time to think about making a Bold Shift

Atlanta, Ga. — The shift toward a more unified Army is underway.

Senior leaders of the active Army, Army Reserve and National Guard have met at headquarters, Forces Command, Ft. McPherson, Ga., over the past five months to discuss an initiative known as **Bold Shift**.

This budding program is designed to maintain the warfighting edge of active and reserve units, and to strengthen Total Army cohesion. **Bold Shift** involves a set of initiatives to improve the way the Army trains its soldiers, leaders and units.

One new feature is incorporating the operational readiness exercise (ORE) to assess the training and readiness of active and reserve units.

ORE's have two phases: compliance and training, said Lt. Col. Rich St. Denis, a FORSCOM spokesman. In the first phase, a unit is evaluated on critical readiness indicators such as personnel qualification and supply management, maintenance and security. In the training phase, the unit shows its pre-mobilization and pre-deployment readiness in the performance of individual and collective tasks.

The first units going through ORE's are early-deploying units, both active and reserve, St. Denis said.

"During the first year of **Bold Shift**, we are experimenting with the program," he said. "Then at the end of the year, we'll review our lessons learned, refine the program, and institutionalize it."

OREs are administered by evaluation teams formed at each Continental U.S. Army headquarters. Their mission is to make sure active and Reserve units meet the same standard.

"The evaluation team is not composed of just active component soldiers, but rather, a mix of active, National Guard and Army Reserve soldiers, both officers and NCOs. What message does this send to the field?" St. Denis asked. "Total Force - one Army, one fight, one standard, as (Army Chief of Staff) General (Gordon R.) Sullivan puts it."

The OREs should result in "a very realistic, intense" training experience, St. Denis said. "We're creating directed training associations, where reserve and active component units are linked. The goal is to ensure that we are working together smoothly, to strengthen Total Army cohesion."

Army officials say that **Operation Desert Storm** proved the value of the reserve components to the Total Force. "Its very clear that the reserves will play a more important role than in the past," said Gen. Edwin H. Burba, Jr., FORSCOM commander. He described the performance of reserve soldiers as "magnificent."

In this new strategic environment," St. Denis said, "we have to rely more and more on the reserve components. It's important that their quality of training is the best it can be."

FORSCOM chief discusses the future of the *Army Reserve* and the *Bold Shift* initiative in an exclusive interview

Earlier this year, Gen. Edwin Burba, commander-in-chief of U.S. Forces Command, headquartered in Atlanta, Ga. talked to ARMY RESERVE Magazine about the future of the Total Force and the Army Reserve's role in that force. FORSCOM is the immediate higher headquarters for the fledgling U.S. Army Reserve Command which will become fully operational this fall. The CINC's comments ran the gamut from ***Bold Shift*** *(see story at left) to lessons-learned from* ***Operations Desert Shield and Desert Storm.***

(ARMag photos by SSgt Terry Ownby, 112th PAD)

ARMag: General Burba, why **Bold Shift** now? What set this whole process in motion?

CINC: The overriding reason is that we are indeed going into a new warfighting era, a contingency era and that's going to require faster deployability — entire readiness for everybody; active and reserve components. That, coupled with . . . budget deficits, which are going to require the reserve components to play a more important role in the defense strategy in the future. So two things. A more important role in . . . future strategy and an increased readiness and deployability right along with the AC. That's the **Bold Shift** initiative.

"The over-riding reason is that we are, indeed, going into a new . . . era and that's going to require a faster deployability . . . entire readiness for everybody"

ARMag: Is it a fair assumption to say that a lot of **Bold Shift** is driven by lessons learned in **Operations Desert Shield and Desert Storm?**

CINC: Certainly and we've applied those lessons learned. That is not the underlying impetus for the program, but we are applying the lessons learned from Desert Shield and Desert Storm.

ARMag: How is this going to really be different than a lot of the other programs we've looked at in the past — the CAPSTONE Program, for instance. Can you briefly address what you think the main difference is going to be from what we've done previously?

CINC: There's nothing new in **Bold Shift** other than the method of execution. Principally, the way we've set up the program — and processes that are going to drive the program — involves the reserve component leadership with the active component leadership all the way up to the Chief of Staff of the Army. Once a week, I work **Bold Shift** issues here . . . in fact I'm working them almost every day. Once a quarter, we go to the Chief of Staff of the Army and update him. None of the programs in the past have had this high level of involvement ensuring that the execution takes place.

So, that's probably the most important difference — the level of energy by many high ranking members of the Army leadership, both active and reserve component, working together The other part of the answer is

"Once a week I work Bold Shift issues here . . . in fact, I'm working them almost every day . . . none of the programs in the past have had this high level of involvement"

that we have taken a small number of high-impact programs and applied them to a small number of pilot units — programs and units that we can manage. In the past, many of the programs, it appears to me, crumbled under their own weight. Many, many different programs focused on all 3,700 TPUs simulatenously. Without feedback mechanisms to the higher echelons of the Army leadership during execution, they tended to crumble. There were certainly pockets of excellence; some of them took and some of them didn't. Some took part way.

That's the second major difference. We're running the pilot programs — we're going to get them sorted out — figure out how they will work best, then discard those that don't work and generate new ideas for other aspects of the program . . . and we'll institutionalize throughout all TPUs.

continued on next page

'Contingency-based' versus 'Threat-based' is future of the Army says FORSCOM chief

ARMag: Are there specific lessons that we learned in the desert you can point to as being a little more important that are being incorporated into the **Bold Shift** program?

CINC: Well, yes, I think that in some cases we got some useful new insights and in many cases we corroborated some older ones that we didn't know were right or wrong because we'd never seen them in action.

We saw what type units can be mobilized and deployed quickly. We learned what units will take weeks or a month or longer and we found out what type units — confirmed really — what type units will take several months to be brought up to war-fighting proficiency. Certainly those lessons are being incorporated.

We learned what level of proficiency we can realisitically expect reserve units to fulfill. Many of the combat service support units have civilian equivalents. They easily accommodate weekend training. Those units can be mobilized and deployed very quickly.

Many of the combat support units — aviation, artillery, ADA, engineers — principally are uni-functional and require uni-functional areas of expertise that are equipment-oriented.

"Army Reservists during Desert Storm performed magnificently and have proven how capable they are . . . we're dedicated to giving them the support they need"

They're easy to measure and, again, can be accommodated with weekend training and simulations. It may take a little bit longer to train to proficiency, but not much longer.

Then, we confirmed what we knew all along. The combat tasks are by far the most time-consuming. Why? Little civilian equivalency. The individual tasks are not too difficult, but the collective tasks are very difficult because of the synchronization above the team level. You're synchronizing everything on the battlefield — the infantry, the armor, the artillery, the mortars, the signal, Navy and Marines, the gunships, both Army and Air Force. All of your logistical support is synchronized, and that's what's most difficult.

Again, we confirmed that those particular type specialties are difficult to train in weekend UTAs because a [reserve] battalion, which is the [level at] which you synchronize . . . and all of this expertise may be spread over a radius of 150 to 200 miles. It's very difficult to get those soldiers together for weekend training — and once you've got them together there may not be a training area that can accommodate it. So it's very difficult to train on the weekend.

ARMag: Is it a fair assumption to say that we can't achieve those levels of readiness of deployability under the current system and that's why **Bold Shift** shift is required?

"We have the USARC on board — a viable, dynamic and effective organization — we'll be working [Bold Shift] with them. I'll be putting my four-star clout behind what needs to be done."

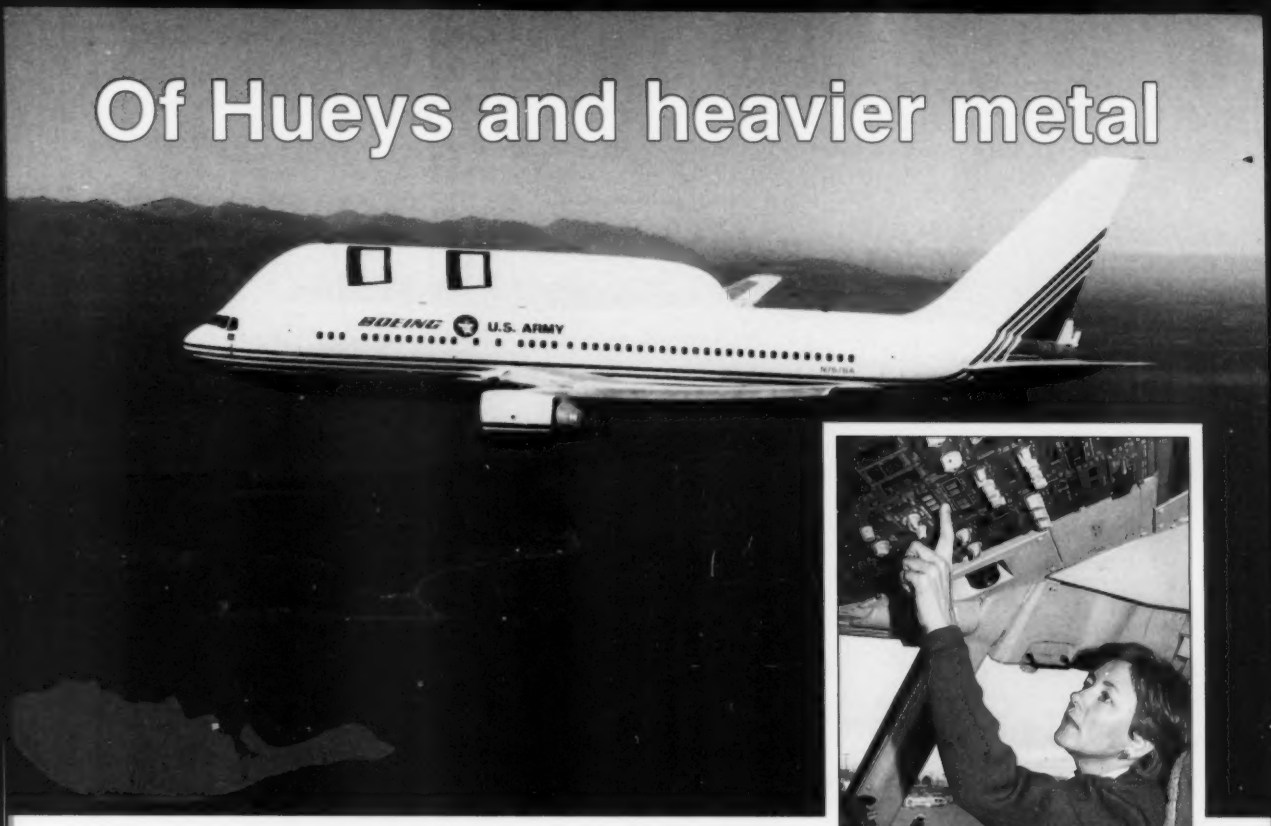
CINC: I think it'll be difficult if we don't do things differently and **Bold Shift** is designed to find out what needs to be done differently to support these units better so that they can reach the higher standards of excellence that are required.

ARMag: You're approaching **Bold Shift** as a diagnostic program — to evaluate whoever needs to go?

CINC: Well, that's true. Certainly during this first year when we're running pilot programs — we're trying to take all the good ideas that I find reserve commanders out in the field have had for years and put them to work — to institutionalize them. Now we're looking at a whole variety of different initiatives. We're going to take a look this summer at what works and what doesn't work given the resource-constrained environment we're in. What gives us the highest pay-off for the dollars and personnel that we

see 'Bold Shift' on page 22

Of Hueys and heavier metal



Above, the Army's *Airborne Optical Adjunct* test-bed aircraft, with "just plain" Rose Loper in the co-pilot's seat, passes over Puget Sound, northwest of Seattle. (Photo courtesy Boeing) **The AOA system is part of the anti-missile SDI program. Below, Maj. Rose Loper preflights a UH-1H *Huey* at the 124th ARCOM's aviation facility near Everett, Wash., prior to a training flight. Right, back in civvies, Loper "runs the gauges" aboard her Boeing 767-variant prior to a training flight on the AOA system.**

Reserve aviator plays large role aboard SDI test aircraft

story and photos by Pam Briola

Seattle, Wash. — It's a long way from a teaching job in Richmond, Va., to co-piloting a huge, sophisticated aircraft with "Star Wars"-related equipment atop.

But Maj. Rose Loper, an assistant aviation officer for the 124th U.S. Army Reserve Command and a Boeing production test pilot, plays down her role in this exciting, rapidly-developing, high-tech field.

That's because Loper has become accustomed to forging paths through fields traditionally held only by men. Loper said she grew up in America when women were expected to become nurses or teachers, but the native Floridian discovered teaching was not what she wanted to do during her first year as a physical education teacher at a Richmond, Va., high school.

She had relatives with military careers, and decided to explore options in the military recreation field. She interviewed with all the services and settled on the Army.

Offered a direct commission, she began focusing on the Transportation Corps especially helicopters during her initial three months' training as an Army

see 'Heavy Metal' on page 27

Big wheels keep on turning ...

by Capt. Debbie Haston-Hilger

Green Bay, Wis. — Reserve railroaders of the 1150th and 1152nd Transportation Companies, West Allis, Wis. serviced and readied the Gen. Dwight D. Eisenhower train last summer for its trip from Green Bay, Wis. to Abilene, Kansas in celebration of the Eisenhower Centennial.

"The Reservists are inspecting bearings and repacking the wheels on the locomotive and cars of the Eisenhower train," said Raymond Savey, general manager of the Green Bay National Railroad Museum. "They are also removing the drive rods from the locomotive and are cleaning, inspecting and getting in working order the lubricators which supply lubricant to the driving axles."

The National Railroad Museum made a deal with the National Archives to move the Eisenhower train during the centennial. However, as part of the deal, the museum needed assistance in servicing the train for movement, according to Savey. That's where the Reservists came in.

"Part of the agreement between us and the National Archives is that this move will not cost the museum. We could not afford all the labor it would take us," said Savey. "This is an ideal situation; it's good training for the Reservists and it gives them the opportunity to work on the European equipment that they may someday see."

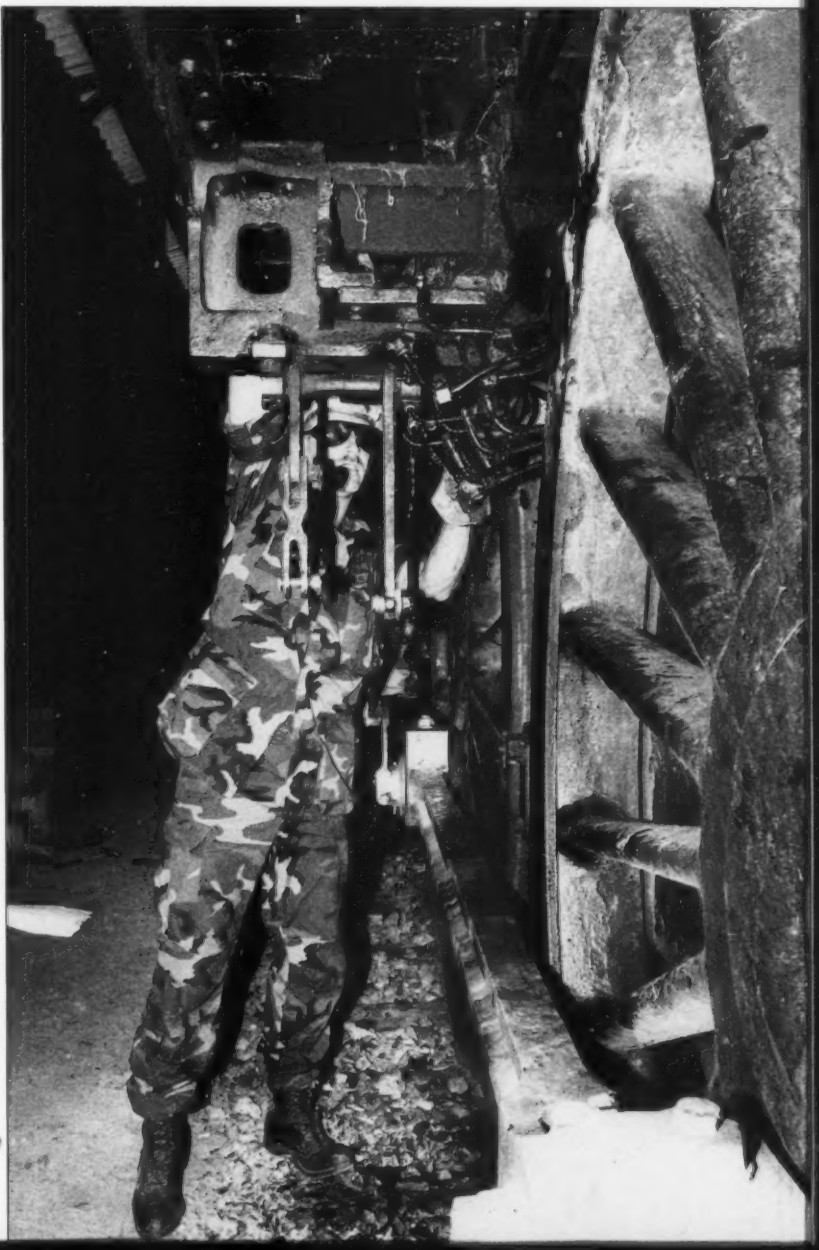
The Reservists started working on the train in July and continued to work into mid-August.

"What we're doing is necessary to ensure the cars and locomotive are in a serviceable condition and to prevent any damage which could occur if they weren't serviced," said Sgt. Gary Nath, one of the soldiers working on the train.

"It's very nostalgic . . . the very first weekend here we spent about half our time working on the train and the other half in awe of what we saw," said Nath. "We got to go through the cars and the locomotive. You get a good feeling of what it was like in World War II," he noted.

"You kind of picture yourself going through Europe on the train with Eisenhower there telling you the next plan and what to do. It makes you feel like a part of history."

The train itself has a history which dates back to 1937 when it was built by



At far left, Sgt. Gary Nath inspects some of the control linkages and lubricators which help keep the massive drive wheels turning. Left, a view of the Dwight D. Eisenhower as it gets a going over from the reserve railroaders in the long-shed of the National Railroad Museum in Green Bay, Wisc. Below, Spec. Mike Cornelius makes some "fine adjustments" on part of the train's drive system using a ball-pein hammer. (Photos by Capt. Debbie Haston-Hilger)

... as Army Reservists prepare Ike's wartime train for a trip to Abilene to celebrate the former President's centennial

Doncaster Shops of the London North Eastern Railway, named the Golden Shuttle and numbered 6008, according to a plaque placed next to the train. It was one of 36 Mallard types created by Sir Nigel Gresley, a famed British locomotive designer.

"The Eisenhower is a steam locomotive. At the time it was built, the standard was two cylinders. This engine has three; it has an additional drive line down the center which gives it added power," according to Nath.

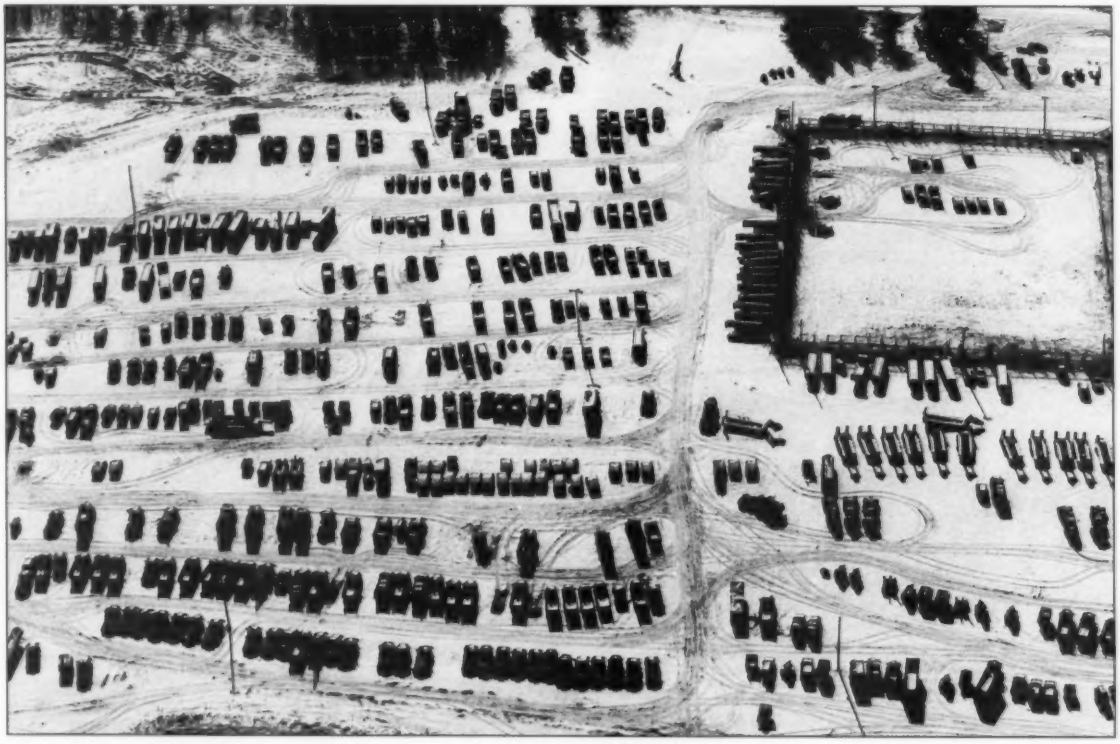
"The locomotives of that class (Mallard) were designed to run in excess of 100 mph. A sister train to the Eisenhower holds the world speed record for steam locomotives [126 mph]," he quipped.

The Eisenhower train was used for many years on fast express service (nonstop 393 miles) between Edinburgh, Scotland and London, and as Gen. Eisenhower's staff train during World War II. Water was acquired from a track pan between the rails and the locomotive was hand-fired.

In 1945 it was renamed the Dwight

see 'The Ike' on page 24

Operation Desert Fix



A casual look at this picture may give the impression of a desert motor park, but closer inspection will reveal that's not sand and those aren't palms. It's the snow and conifers of Ft. McCoy, Wisc., last winter during *Operation Desert Fix*.

After the 'hot war' in Iraq, it was a 'cold war' at Ft. McCoy

Ft. McCoy, Wisc. — The war was not yet over this March.

With the same spirit and conviction demonstrated by U.S. military forces in the Gulf, a small-but-dedicated Total Army team worked at conquering a unique equipment-repair mission here.

The mission, called **Operation Desert Fix,** gave McCoy responsibility for the inventory, inspection, repair and return of more than 5,700 pieces of equipment — 4,800 pieces of rolling stock and 900 miscellaneous items — and 400 containers of field equipment.

After enduring many thousands of miles in a harsh environment, all of the vehicles were in need of basic service, and fully 93 percent of the vehicles also needed repairs that would ensure the equipment could once again perform its designated mission and be safe to operate.

But, ironically, the post owns none of the gear — when the repair effort is completed, equipment was to be returned to unit control. The material, the equivalent of a division-and-a-half's worth, is "owned" by 121 reserve-component units located throughout nine states.

The post was responsible for the equipment belonging to each of the 74 units it processed, trained and deployed to the war zone, as well as for units deployed through Ft. Benjamin Harrison, Ind.

In June 1991, Ft. McCoy faced its Desert Fix mission — considered to be one of the largest reserve-component demobilization/repair missions in the Army — head-on and with enthusiasm. The post, however, lacked the in-house assets — people and tools — and assigned TOE maintenance units typical at other posts undergoing equipment demobilization and repair missions.

So a task force, composed of installation and tenant activity personnel, was formed to evaluate the scope of the mission and prepare a plan of action.

Their efforts culminated in a series

of Program Evaluation and Review Technique, or PERT charts, which served as a living model of the mission scenario. Throughout the course of Desert Fix, the charts were used to track the mission and report milestones. In addition, they served as flow charts, being used to test and forecast the outcome of different situations and actions, which allowed for timely and predictable measures to be taken and helped to eliminate down-time or costly mistakes.

The charts even were used as the basis for determining the number of personnel — largely reserve-component and civilian — that would be required to perform the mission. At the peak of **Operation Desert Fix,** a total of 465 reserve-component soldiers, who volunteered to serve active duty for special work tours, were contributing to the mission.

Of these soldiers, 62 percent were U.S. Army Reservists, while 38 percent were Army National Guardsmen. Additionally, 100 civilians and about 50 active-duty troops assisted in the effort.

As Desert Fix was winding down — 90 percent of the workload was scheduled for completion by the end of March — the post managed the mission daily, examining the number of personnel hours and days being spent on each task. After meeting the milestone of repairing and returning the majority of the equipment to the owning units prior to summer annual training periods, most of the military personnel were released from duty in late March. A crew of about 165 civilian personnel, who will be aligned under the post's Directorate of Logistics for operational and technical control, will remain to complete the residual work.

Soldiers from the Desert Fix Task Force Consolidated Maintenance Co., test the security of a tow-bar connection before moving the 5-ton prime mover into the maintenance bays for inspection and repair. The Wisconsin climate was somewhat different than that found where the vehicle's trip home had begun.

(Photos by Bob Schuette)

In large part, such work consisted of installing parts that had been on backorder for some time and performing some of the more difficult and time-consuming repair projects.

Installation officials were anticipating that the entire mission will be wrapped up by about mid-June — timing that would coincide with peak annual training periods at the post, which has a full-time, primary mission as a Total Force Warfighting Training Center for U.S. military personnel from all services. On an annual basis, more than 130,000 active- and reserve-component personnel use the post's 60,000 acres of prime training land.

Historian seeking input for update of USAR's history

Washington, D.C. — Department of Army Pamphlet 140-14, better known to the world as *Twice the Citizen, a History of the Army Reserve* is under revision.

The first edition was prepared by Lt. Col. Jim Currie and by then-Lt. Col. Richard Crossland in 1983 as part of the 75th anniversary celebration of the USAR.

Crossland died last year, shortly after he and Currie had begun discussions on the requirements necessary to update the book, to include material on **Operations Urgent Fury** (the Grenada operation), **Just Cause** (Panama), **Desert Shield and Desert Storm,** and **Provide Comfort** (aid to the Kurds).

If you have access to information on any of the subject areas noted which may contribute to the task of revising the publication, consider passing it along. Send Currie copies of documents such as after action reports and unit histories. He is also looking for xerox copies of photographs that depict Army Reservists in action (with identification as to who, and what is pictured, and where and when the photograph was taken). Do not send original copies of photographs unless otherwise directed.

Materials should be sent to the following address: Dr. James T. Currie, Department of Strategy, Industrial College of the Armed Forces, Ft. Lesley J. McNair, Washington, D.C. 20319-6000.

Top recruiting, retention NCOs honored

Washington, D.C. — The Secretary of the Army Recruiting, Retention and Transition NCO Awards for 1991 were presented in the Secretary's office at the Pentagon here in May to honor the Army's top recruiter, retention, and transition NCOs.

Recipients of the Army Reserve Awards were:

- *SSgt. Paul E. Ohmann, Jacksonville Recruiting Battalion, USAREC, was selected as the Army Reserve Recruiter of the Year.*
- *MSgt. Duane D. Gunderson, U.S. Army Infantry Center, Ft. Benning, Ga., was honored as the new Reserve Component Transition NCO of the Year, and;*
- *SSgt. Karen G. Noe, HHD, 2nd Bn., 311th Regt., 4th Bde., 78th Division, Edison, N.J. became the Army Reserve Retention NCO of the Year.*

SSgt. Ohmann had been selected as the month's top USAR Recruiter in the Jacksonville Battalion five times during fiscal year 1991, including one month during **Operation Desert Storm.** He also represented the Army Reserve in area high schools and the civilian community, including his active participation in the Urban League Dropout Prevention and the Substance Abuse Prevention programs at a local college.

During FORSCOM's Transition NCO of the Year Board, MSgt. Gunderson displayed broad technical and leadership expertise, vast understanding of current retention issues and bearing far superior to that of his peers.

SSgt. Karen G. Noe was selected as the USAR's Retention Non-commissioned Officer of the Year for 1991 because she retained quality soldiers in the USAR during a period of decreased budgets and force realignment and restructuring.

Exchanges offering price guarantees under AAFES' Best Price Program

Dallas, Texas — It doesn't matter if you're retired, reserve or active duty. If you have earned the privilege of shopping at your base or post exchange, the Army and Air Force Exchange Service's "Best Price Program" is available to you.

Although no retailer has the best prices on every item everyday, AAFES has made a pledge guaranteeing its customers the best prices. This AAFES policy is in effect in all main exchanges in the 50 states and the District of Columbia.

The Best Price program is a two-part effort. First, AAFES pledges to match any local competitor's current, advertised price on identical items carried in your main exchange. AAFES does this not only for the customer who brings in the ad, but, unlike many of its competitors, we lower our price for all customers. In addition, AAFES matches sale prices for the same sale dates advertised by the local competition.

According to AAFES officials, exchanges also match advertised regular prices by lowering their price as long as the competition maintains that lower price. That reduction is not only in force at the main store but also at all AAFES facilities on the installation.

They point out that whether advertised or not, if customers tell AAFES sales staffers about everyday lower prices at another local retailer, they will check them out as quickly as possible. Once the lower price is confirmed, AAFES says it will match it so all entitled customers can save.

The AAFES "Best Price" policy applies only to merchandise available in main exchanges and excludes advertisements for gimmick promotions, one-of-a-kind items, double and triple coupons, clearance items, flat percentage-off items, going-out-of-business sales and grand-opening specials.

...and now, a word about coming to terms with our terms

Washington, D.C. — After running our "Army Reserve Report '91" supplement in the last issue, many Reservists wrote or phoned in their displeasure with one graphic we used to define what branches fall into combat, combat support and combat service support categories.

In the never-ending battle to define the indefinable, we offer the following information extracted from **FM 101-5, Staff Organization and Operations.**

> ***Combat Service Support (CSS):*** *The assistance provided to sustain combat forces, primarily in the fields of administration and logistics. It inlcudes administrative services, chaplain services, supply, transportation, and other logistical service.*
>
> ***Combat Support (CS):*** *First support and operational assistance provided to combat elements. Includes artillery, air defense artillery, engineer, military police, signal, military intelligence, and chemical.*
>
> ***Combat:*** *Forces which use fire and movement to engage the enemy with direct fire weapon systems, as distinguished from those forces which engage the enemy with indirect fires or otherwise provide combat support (CS). These elements are primarily infantry, armor, cavalry (air and armored), and aviation.*

No matter what many traditionally combat-oriented branches would like to be the case, the key words are "engage the enemy with direct fire".

RC commanders told they share responsibility with AC commanders for environmental issues at their facilities

Washington, D.C. — The Office of the Judge Advocate General, Department of the Army, has determined that reserve component commanders share responsibility with active component commanders for environmental compliance, a shared responsibility which applies whether or not the reserve unit is located on an active installation.

AR 200-1, **Environmental Protection and Enhancement (1990)**, specifies that commanders have the ultimate responsibility for environmental compliance.

The regulation also states that tenant activities, such as USAR units, have an independent obligation to comply with applicable laws, regulations and Army policies.

Most USAR units train in facilities remote from active component support installations and are frequently in another state. The USAR center is required to comply with state environmental laws.

According to Col. William J. McGowan, Chief, Environmental Law Division, "Any persons whose responsibilities include materials or programs subject to environmental regulation have a duty to ensure that their activities comply with legal requirements and are potentially liable for noncompliance".

Army Reserve commanders and staff ensure that funding is sought and obtained for environmental programs and projects. Technical expertise and contact services are provided by the supporting active component installation.

Success in environmental compliance at USAR facilities and training areas depends on cooperative efforts between support installations and reserve commands, and on support agreements in which environmental responsibilities are clearly defined. Further, all those involved should be properly trained and knowledgeable of their duties.

McGowan recommends that "to the greatest extent possible, responsibility for environmental matters correspond to the actual authority to make decisions and obtain resources necessary to ensure compliance".

As part of the USAR's efforts to comply with environmental law, engineer teams are surveying its facilities around the country to determine potential needs. Below, Maj. Roger Cundiff and Capt. Tim Harms, members of an assessment team from the 416th Engineer Cmd., check the contents of an overgown, "field expedient", waste-oil tank made from a dismounted vehicular tank during a recent survey in the Washington, D.C. area. Below (left) team members SFC Vincent Moody (left) and SFC Gary Bater check inside an unused valve sump for any indications of hazardous materials. (Below, right) a not-uncommon sight at many older centers, is the use of lead-based paint, now peeling off walls and ceilings. (Photos by Lt. Col. Dick Devlin)

Cash prizes available to individuals and facilities devising new ways to handle hazardous items

Washington, D.C. — The Army has established a program that offers $10,000 to individuals or $250,000 to installations for devising ways to reduce hazardous waste.

The program, titled the Secretary of the Army Hazardous Waste Minimization, or HAZMIN, Incentive Awards program, targets elimination of wastes that pose a physical, chemical, or health threat to humans or the environment.

According to a U.S. Army Toxic and Hazardous Materials Agency release, the order of preference for HAZMIN projects is:

- *Reduction of waste through the change of some process or material substitution.*
- *The control of waste through reuse, recycling or waste segregation.*
- *On site waste treatment to minimize disposal.*

Major commands have nominated four individuals and four installations and awards will be based upon achievements occurring between fiscal years 1987 and 1992.

For more information about the HAZMIN program, contact George Carlisle, Army Environmental Office, at (703) 693-5032 or DSN 223-5032.

Bold Shift

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commit to it. So that's true, this first year we're taking a look at what it is that we need to do.

ARMag: We know you've briefed the MUSARC commanders on **Bold Shift** — what has been your perception of their reception to this program?

CINC: Very high acceptance. In fact, initially we were just taking the roundout brigades — the national guard and I think it was 35 other units from the Army Reserve — that were in the CRF [Contingency Response Force]. I had many phone calls and letters from MUSARC commanders, state adjutant generals and division commanders wanting to be involved in the program. So we've now opened it up and have the option for at least one unit from each MUSARC and state [to participate]. I think that's very useful because the more commanders that we get involved in this program and process the better it will be for us. I go back — the good ideas of how to increase readiness and deployability are in the field — they're out there with the reserve commanders.

ARMag: Have you gotten to the point yet where you've been able to get a sensing of the active component commanders? How do they feel about it — do they perceive it as something that's going to be a benefit to them in doing their jobs?

CINC: Absolutely. We are making the Capstone linkages and, in some cases, reestablishing them, since we've had many AC units come out of the structure now. [Some previous relationships] have been destabilized but we're reestablishing them . . . tying together the active and reserve forces in Total Army context. These corps and division commanders know they're going to war with those units. Having the Desert Storm experience behind us proves, in spades, that we can only go to war with Total Army. That's the only way it'll work. They understand how important these units are to them and they want to participate in helping to increase their read-iness in deployability. They all under-stand that and they're all on board.

ARMag: A lot of folks out there are concerned that if they're not included they will wither and die either from a lack of attention or lack of resources. Is that a misconception on their part?

CINC: I think it is. This program is too important to let it crumble under its own weight. Once we find out what's the right way to go, then we intend to migrate those programs to all of our TPU units throughout the Army. Quite frankly, that process is already occurring because we've learned a lot about leader and soldier training, MOSQ training and many of the insights we've gained the MUSARC and CONUSA commanders are already exploiting. So, a lot of the units that are not in the pilot program are already getting involved with **Bold Shift** just as a collateral benefit. The intention is to find out where the high pay-off programs are in an institutionalized Army.

Gen. Edwin Burba takes an operational briefing on a tactical situation on a sand-table mock-up of the action. Greater integration of active and reserve components lies on the horizon, not less, according to the CINC.

ARMag: Knowing that it's tough to generalize, what will **Bold Shift** mean to the average soldier out in a TPU?

CINC: Well, it means that once the program is fully institutionalized, he'll get better support from the active component. When I say better . . . I mean he'll be exposed to new training techniques such as the reserve training concept. She will be in a position to participate in the operational readiness evaluations where she can prove that she's as good as anybody in our Army. He'll have the bragging rights. She'll have the corroboration she needs to be a high priority leader. So, eventually it'll have a substantial purpose and relevance for their activity — both in IDT and ADT.

ARMag: Do you see this as perhaps something that will work to help a unit's ability to get people?

CINC: Absolutely. High-performing units always attract quality people. Units that have stimulating, dynamic training will attract people — that's what **Bold Shift** is all about. I think it will have . . . a big impact.

ARMag: What is the main difference between the contingency role you describe and the role of the old RDF, the Rapid Deployment Force?

CINC: Well, the RDF was sort of a threat-based force. In this era we don't know where the threats are. This is more of a capabilities-based force that's designed to go anywhere in the

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Bold Shift

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world — not just to one region. So that's the most important description.

ARMag: How do you see the force being structured and realigned to fit within **Bold Shift**?

CINC: We're trying to get the views of the RC leadership, down to MUSARC level, involved in the decisions on how we will reorganize. As we go through that process . . . we'll be able to factor in demographics, proximity to schools, proximity to training areas, other types of facilities and to simulation networks.

That's one important aspect of **Bold Shift** that they definitely need to be involved in — they know how to do that better than we know how. They know where they can best train a unit. They know which are their best units. They know how to take a mediocre unit and make it an outstanding unit and they'll be able to factor in that experience, knowledge, and wisdom to the reorganization and realignment process. We'll make much better decisions.

"Having the Desert Storm experience behind us proves, in spades, that we can only go to war with the Total Army . . . that's the only way it'll work."

ARMag: You've mentioned the ORE's which is one of the major new methods for attaining the standard. There is concern about how it is going to work — how are they actually going to perform in ORE's — can you talk a little about your concept of that?

CINC: The ORE is the Operational Readiness Evaluation. It's designed to provide focus, ensure that tasks conditions and standards are understood by everyone — up and down the chain of command — and to provide a realistic evaluation of a unit's capability to go to war.

This idea has sprung from the MUSARC commanders and state adjutants general that I have talked to over the years. The Air Force, of course, has been doing it for many years and it has been a major success . . . [the Air Force calls it] the ORI. Many MUSARC commanders . . . have come to me in the last two and a half years and said we needed to do the same thing. It will precipitate enormous readiness. It will give focus. It will give stimulation. It will drive units to higher standards. It will give a feeling of relevance. It will provide bragging rights for units that do well.

ARMag: Do you have a feeling for what impact this will have on full-time support?

CINC: Part of the **Bold Shift** endeavor, one of the seven program elements, is full-time support. It's very clear that it has enormous relevance to readiness. Initially, it was not a program element, but when we went out to the field and talked to MUSARC commanders [it became clear] that it was a critical element. So we have embraced it. We feel we do need to generate the data and the information that's re-quired to ensure we get the level of full-time support we need to deal with a contingency environment. We will provide that information to higher headquarters and to the Congress as necessary to corroborate what is required.

ARMag: Are you looking at any other FORSCOM initiatives or programs for the USAR in addition to **Bold Shift**?

CINC: Yes. The major funding issues, the modernization issues, the major construction issues that are outside the context of the **Bold Shift** program that are absolutely mandatory to be worked by Forces Command. And we have the USARC on board — a viable, dynamic, effective organization — and we'll be working all that with them. I'll be putting my four-star clout behind what needs to be done as we debate the issues in the Department of Army.

ARMag: The USARC has lost its provisional status at this point. You've alluded to the fact that the relationship is a close working one — can you elaborate a little bit more on that? What does the USARC really let you do differently or better as FORSCOM commander?

"The USARC . . . now commands, or by the end of the fiscal year, [virtually] all of the MUSARCs and TPUs in the Army Reserve. That's an important difference."

CINC: Well, [the USARC] commands the troops. The USARC commander now commands, or will be at the end of the fiscal year, all of the MUSARCs and TPUs in the Army Reserve. That's an important difference. Previously they were commanded by the CONUSA commanders . . . a fundamental difference. The CONUSAs will stay in the structure to provide operational control — training and readiness oversight.

ARMag: Do you perceive that allowing the CONUSAs to do the things that CONUSAs still have to do will allow them to do those things even better now that they have a little more focus and, perhaps, a somewhat narrower scope of activities to deal with?

CINC: I certainly hope so. They are deeply involved with **Bold Shift**, which is all about readiness, and they will get very keen insight as we see this unfold. Important: the CONUSAs are still there to integrate the Total Army.

A lot of the support that goes on out there, whether it's DTA [Designated Training Association] support or the use of installations and facilities and schools - is precipitated by the

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CONUSA commanders and staffs.

That is critical because our Army is quite different than the other services in the way we're structured. We are truly a Total Army — when our active components go out, they take a large number of Reservists with them. They're a bit like a barber pole. [No matter how] you cut that barber pole, you [still] get red, white, and blue — you get Guard, reserve and active units. That's the way we're structured and that's unlike other services.

If that integration doesn't take place in peacetime, during our training periods, when we go to war we won't be able to do it. The CONUSA is the headquarters [where] that integration takes place on a daily basis. That's not widely understood by many people. Active and reserve soldiers don't understand that pivotal role of integrating the total Army.

I just can't emphasize enough the importance of that — but we are so unlike the other services it absolutely has to happen.

ARMag: This magazine will go to every Army Reservist in the system — is there anyting else you want to say to them or would like to include?

"The CONUSAs are still there to integrate the Total Army. They <u>are</u> the integrating headquarters . . . that's not widely understood by many people"

CINC: I would just like to say that the . . . Army Reservists during Desert Storm performed magnificiently and have proven how capable they are. [They] gave very important insights into their capabilities to take on additional roles, missions and responsibilities attendant to the new contingency era that we're already in. We're absolutely dedicated to giving them the support they need . . . so they can take on those roles and do well. They want to do that. It is critical to the Army and the nation that they be able to do that. We are committed to supporting them so that it will happen.

The 'Ike'

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D. Eisenhower . . . the only British locomotive ever named after an American citizen, according to National Railroad Museum sources.

Because the train is so old it took a lot of hard work and extreme care when working on it, according to SSgt. Daniel Henkel, non-commissioned officer-in-charge.

"We have to be very careful when we work on it because of its age . . . there's no replacement parts unless we machine them," said Henkel. "We always have to think twice before we do any work on it.

"It's important to preserve the Eisenhower because it's a part of history . . . it's important to me because I'm learning," said Sgt. Vernon Archiquette.

Under a smiling Gen. Eisenhower, Archiquette, Nath, Cornelius and Henkel rode the rails to Ike's centennial celebration in Abilene, Kansas.

"I'm glad that I can be a part of continuing the maintenance so future generations can enjoy it too."

Because of the age and historical aspects of the Eisenhower, it was pulled by another train during its trip to Kansas. Four Reservist railroaders also rode the train on its journey to Abilene. Nath was to be one of them.

"There's a lot of maintenance involved on the ride down. There's about 20 or 30 different spots which require out there with an oil can getting dirty from station to station to make sure it stays lubricated; we don't want any damage to occur to the locomotive," said Nath.

"I don't feel like we're a part of history . . . we're just here to work on it. Our names won't go on any plaque or anything; it's just the fact that we're helping to move it and it helps us get training," insisted Henkel.

A part of history or not, they are "playing a vital role in getting this accomplished," said Savey.

"I seriously doubt that we could move the equipment without their help and presence enroute. Our people are pretty impressed with what we've seen," he said.

WOLDAP

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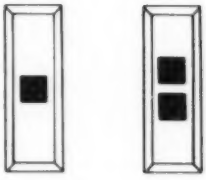
for certification in the warrant officer MOS. USAREC then conducts boards to select proponent certified applicants for entry in the Warrant Officer Candidate program. So much for the first step in the "triple check" system.

The candidate then attends the Warrant Officer Candidate Course at Ft. McCoy or Ft. Rucker. Upon graduation, the WO Technical & Tactical Certification Course is scheduled at the proponent school. Upon WOTTCC graduation and certification, the candidate



is appointed a warrant officer. WOCC and WOTTCC make up the Warrant Officer Entry Training program. WOCC is step two and WOTTCC is step three in the "triple check" system.

TWOS also recommended rank coding for manning documents. There are three levels of skills, experience and technical knowledge: Warrant Officer (WO); Senior Warrant (SW); and Master Warrant (MW). WO positions are filled by WOl/CW2, SW by CW3/CW4, and MW by MW4 (or CW5 when passed by Congress). Despite TWOS rank coding, many warrant officers, supervisors, and commanders expect the Wl through W4 to be almost equal. They expect fully qualified experts in an MOS without regard to grade.

In the days of direct appointment, the standard of the fully qualified warrant officer ready to perform to the highest levels on the first day on the job may have been appropriate.

Today we provide leader and transition training in WOCS. Branch and MOS training are gained in WO Technical and Tactical Certification courses. Now, it takes three to five years to train and certify a USAR warrant officer candidate and the Army Reserve is suffering a severe shortage of warrant officers, some 1,500. The shortage came to the attention of the Army leadership during **Operations Desert Shield and Desert Storm**. It is time to start growing the warrant officer of the future — a younger warrant officer with fewer years of enlisted service.

The vehicles are in place (WOCC and WOTTC) to train this new breed of warrant officer.

TWOS entailed changes and the approved WOLDAP will create further requirements for change. The intent of WOLDAP is to alleviate many of the perceived disincentives to USAR WO recruiting. Over one-third of the WOLDAP recommendations directly address the length of time it takes to train and certify a USAR warrant officer candidate.

It's time to start growing the warrant of the future . . . younger . . . with fewer years of enlisted service

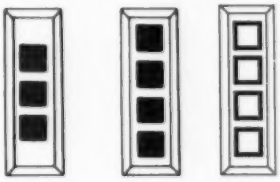
Human nature is such that we often resist change and, change for the sake of change is not normally wise. But, sometimes we resist change when we really need it. The methods of recruiting, training, and appointing USAR warrant officers needs change and, it would appear, that return to the direct appointment system is not an option. Innovative recruiting and training initiatives are the answers.

The Chief of Staff has approved the WOLDAP recommendation to appoint all warrants upon graduation from WOCS instead of waiting for completion of WOTTC. This will cut three or four years off the "pin-them-on-point" and create a greater incentive to apply for warrant officer vacancies.

In practice, an NCO could apply for the program, attend the 30-day WOCS option and pin on the WO bar within just 12 to 18 months. The effective date of the new policy has tentatively been established as October 1, 1992.

Commanders and supervisors do not seem to question the technical qualifications of the new breed of WO. What you hear, time and again, is that some of the new warrants "seem so young." The new breed of WO has a solid institutional foundation but lacks the maturity that comes with time and experience. Senior warrants, commissioned officers and commanders have the responsibility to professionally develop the WOl, over time, into a mature, fully rounded "Chief."

We must also foster and guide self development on the part of the entry



level WOl. We ought only expect entry-level performance from an entry-level specialist.

Officers and NCOs need to understand more about the new breed of warrant officer, the one the Army is growing from WO to to the chief warrant grades. All levels of the Army need to understand rank coding with its progressive levels of training, knowledge and responsibility. Officers and NCOs alike must only expect entry level performance from the entry level warrant. We will doom the entry-level WO if we continue the philosophy that all warrants are equal in experience and technical knowledge regardless of grade.

For more Warrant Officer information call one of these numbers:

Information on becoming a WO or for application: Call the WO Team at USAREC Toll Free 800-223-3735 Ext. 2666

Information on a WO assignment in a troop program unit: Call the WO Branch at ARPERCEN Toll Free 800-325-4361

Incap pay

continued from page 4

the line of duty", action can be started to compensate the soldier. A message to the field changing policy to allow requests for incapacitation pay to be submitted from the limit directly to its supporting Finance and Accounting Office was pending release as this issue closed.

Certain rules govern the disbursement of incapacitation pay benefits—

- *Income benefits are limited to six months, unless there are extenuating circumstances;*
- *Compensation is based on full military pay and allowances, and*
- *Soldiers requesting extensions beyond six months, or reimbursement for loss of civilian income, must provide proof of income loss.*

Soldiers who are recently unemployed are entitled to full pay and allowances if the injury, illness, or disease prevents him or her from performing military duty, or if it prevents the soldier from entering the job market (up to six months). ARPERCEN will process incapacitation pay actions for IMAs, IRRs, and soldiers on the Standby Reserve active duty list. Appeals of findings must be forwarded through the soldier's chain of command to HQDA, ATTN: DARP-PE, Washington, D.C. 20310.

While Commanders are responsible for initiating the LD form if the soldier received treatment at an MTF and verifying the soldier's duty status as well as for following up on the soldier's condition and treatment and for ensuring that the soldier receives incapacitation pay.

Additionally, the commander must assist in submitting a request for extension (if the condition is determined to extend beyond the initial six months) to HQDA, ATTN: DAPE-MBB-C, through the chain of command, not later than the fourth month. The commander also has a role in ensuring that the soldier is aware of the documents he or she is required to submit for compensation.

The brunt of the responsibility in incapacitation cases, however, falls squarely on the shoulders of affected soldiers and their roles are critical to expedite payment.

The soldier must notify the commander of injury, illness, or disease and provide follow-up documentation, including proof of loss of income and target time lines from date of notification of injury, illness or disease. It is the soldier's responsibility to complete an informal LD within 7 days and to complete the formal LD within 21 days (both submitted directly from the unit to CAC, with copies to chain of command).

The soldier is also required to submit financial documents to ensure initial incapacitation pay starts within 30 days and to submit any request for extension of incapacitation pay beyond six months, no later than the fourth month (submitted to HQDA, DAPE-MBB-C, through chain of chain of command).

Finally, attending physicians should be aware they are responsible for providing medical diagnosis on the LD form, providing any medical documents needed and for initiating the LD form if the soldier received treatment at an MTF.

OCAR's point of contact for information on incapacitation pay is Maj. Edna Cummings at DSN 226-3921 or commercial (703) 696-3921.

Three special programs for qualified Reservists

Navy invites Army Reserve officers to attend its War College

Newport, R.I. — The Naval War College is inviting the participation of Army Reserve officers in three two-week courses there.

Taught by the resident faculty, each course is an abridged version of one of three core courses offered to active duty students enrolled in the resident curriculum.

According to Lt. Cmdr. Robert S. Starr, Naval Reserve Affairs Advisor at the college, Army participation would greatly enhance the courses and would support the joint service effort underway at the Naval War College.

Currently, 75 Navy, Marine and Coast Guard Reserve officers attend each of these courses. NWC's objective is to have Air Force and Army Reservists and National Guardsmen with operational experience, join each of these classes.

Among the course offerings, all of which have six seats available for Army Reservists, are the NWC RESERVE OFFICER, JOINT MILITARY OPERATIONS (RO/OPS) COURSE.

A second offering is the NWC RESERVE OFFICER NATIONAL SECURITY DECISION MAKING (RO/NSDM) COURSE.

Finally, the NWC RESERVE OFFICER STRATEGY AND POLICY (RO/S&P) COURSE.

Candidates for all the courses must be selectively evaluated with only those who have demonstrated exceptional performance and potential being nominated. Officers nominated for advanced education at NWC should be, to the greatest extent possible, warfare-qualified. Nominations should come from the ranks of major to colonel and a secret clearance is required.

Prior preparation and study will be required by the prospective student, to include an essay on a selected topic related to the course. Materials to support the prerequisite will be forwarded to student nominees about six weeks in advance of the due date for the essay.

The Army Reserve will be notified of final student selection following evaluation of the prerequisite work. Submissions not meeting NWC standards, or failure to meet established deadlines will result in quota reallocation.

Points of contact at the NWC for more information are Lt. Cmdr. Starr, who can be reached at (401) 841-3068 or Col. Duane Barber, the Army Advisor to the Naval War College at (401) 841-2134 or DSN 948-2134.

Heavy Metal

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officer. Loper was the fourteenth woman to go through flight school at Ft. Rucker, Ala. and graduated in May 1976, as the first woman to do so with honors.

Aviation maintenance became her next challenge and she was only the fourth woman to go to the Aviation Maintenance Officer Course becoming a maintenance test pilot at its completion.

Fixed wing on her own

She was assigned to Ft. Lewis, Wash. where she served in various roles with the 9th Division's maintenance battalion. Loper spent her off-duty time and used her veterans' benefits to get her civilian fixed-wing pilot's license through the post's Army Flying Club in 1978. Loper says she fell in love with the Northwest and in 1980, left the active Army to work for Boeing. At the same time, she joined the 92nd Transportation Battalion (Medium Helicopter) (now the 6/158th Aviation Battalion) as a CH-47 Chinook helicopter pilot at Paine Field in Everett, Wash. Loper began work at Boeing as a ground operations engineer, coordinating between the engineers who design and develop the aircraft and the mechanics who configure it for testing.

Saw it coming

Within the first year, Loper monitored construction of the very first Boeing 767 built. Little did she know that this very same aircraft would one day be altered to be the platform for the Airborne Optical Adjunct (AOA), part of the Department of Defense's Strategic Defense Initiative (SDI) test program, popularized by the media as "Star Wars."

Ever-hungering for new challenges, and setting new goals, Loper started working on Boeing-sponsored training to earn "type ratings." "Type" refers to the Federal Aviation Administration's designation for very complex and very heavy types of aircraft. She was first "type-rated" on the 737 aircraft in 1987. She then upgraded her credentials with an airline transport pilot rating, and earned type ratings on 757 and 767 aircraft. One as yet unfulfilled goal is to earn the 747-type rating.

In 1988, Loper took the position of production test pilot, those who first fly all new aircraft, fresh out of the factory. Of the 130 pilots at Boeing, 20 are production test pilots. Eighteen of these are men, two are women.

About two years ago, Loper said she became aware that Boeing would be doing testing for the Army's SDI program. Reaching ever-farther to expand her horizons, Loper said she started lobbying with the Boeing pilots involved with the program to be assigned to the testing.

"I got the job," she says, "because of my background. But also because of my persistence."

On top of the airplane she flies is the huge airborne optical adjunct sensor, a key element in the Strategic Defense Initiative architecture.

"I got the job because of my background . . . also because of my persistence"

The sensor is a mass of circuits and wires with about 38,000 detectors according to Army Lt. Col. Jon Jones, chief of the U.S. Army Strategic Defense Command's field office. It is the free world's most sophisticated infrared airborne sensor. It is located in a dust-free, strictly controlled environment in an 86-foot cupola cooled to cryogenic (extreme sub-freezing) temperatures atop a Boeing 767.

During the summer of 1990, the sensor was scheduled to take "stellar measurements, track satellites and perform a complete system check," according to Milt Furness of Boeing's Aerospace and Electronics public relations office, who translates high-tech jargon into terms laymen can, perhaps, grasp.

The research should help determine "whether the United States can and should proceed with developing an effective defense against ballistic missiles," Furness said.

Three people occupy the cockpit during the six-hour test flight: the pilot, co-pilot, and test conductor, who acts as liaison between the flight crew and the onboard technicians. It's vital that the flight crew maintain the proper flight profile to allow the sensor to gather data necessary for the experiment.

Sharing the duties

In her role as co-pilot of the craft that bears the multi-million dollar experiment, Loper said the flight crew is kept very busy, tracking, timing, turning and reprogramming the next leg of the test. She and the pilot share the duty of flying the aircraft. Loper plots the course and monitors the flight management system. This state-of-the art flight management system allows Loper to plot a specific longitudinal track, for example, which guides the plane along the route.

The plane flies at very high altitudes, ultimately achieving an altitude of about 46,000 feet. This is slightly above the maximum altitude the craft was designed to fly. Flying at that altitude allows the sensor a better view of space since there is less haze, smog, or other particles to obscure the sensor's scanning. The plane climbs very slowly to the altitude, about 20 feet per minute towards the end, Loper said.

Extreme high altitude

When most of the fuel has been used, the plane can fly a little higher, but at nine miles high, Loper notes, its maximum airspeed is only about 200 knots making handling the big aircraft not far above its stall speed delicate task.

After the initial systems checks and experiments, the plane — with its equipment and crew — will head for Kwajalein Atoll in the Marshall Islands of the Pacific. There, more tests will be conducted in conjunction with the Air Force over a span of six months, on whether the sensor can pick out incoming missiles fired from Vandenburg Air Force Base in California toward the missile range near Kwajalein.

Star versus leaves

I have some curiosity about the award of the National Defense Service Medal as discussed in your fourth issue of 1991.

The headline states that "most" Reservists qualify. I do not believe this is true. In the same issue, page 23, you state that "IRR soldiers constitute about 58 percent" of Army Reserve strength. That's more than half and IRR are members of the Ready Reserve, not the Selected Reserve. As I see it, the Ready Reserve includes both IRRs and IMAs, but the Selected Reserve includes IMAs but not IRRs.

I was assigned continuously in IMA positions without a break from August 1978 to June 1989 and a member of an IMA detachment since Sept, 1984. As I read the article, I am not eligible for the award of the NDSM under current criteria, at least as listed in the article. But if I were, I would not as the article states "add a single bronze service star" to my current ribbon. Paragraph 6-4 of AR 672-5-1 states that a bronze oak leaf cluster denotes second and succeeding awards of the NDSM.

Can you confirm my interpretations?

Col. H. David O'Maile
Houston, Texas

Well, sir, in reverse order: my copy of AR 672-5-1 (Nov. 1990) para. 4-25(c) clearly states that a bronze service star is the appropriate device to denote second and subsequent awards. We'll have to admit that many of us here who have been around long enough to get smug with their knowledge, tacked an oak leaf cluster on our NDSMs after receiving word of its award. Somewhere back in time, that was the way it was done.

Your description of the various component parts of the Army Reserve is correct.

IRR or IMA soldiers who were specifically activated because of Operations Desert Shield and Desert Storm were eligible under the first eligibility criteria, outlined in a first issue of 1991. I would also say that your read of the article is correct. The terms used to define eligibility are those released to us by the Office of the Assistant Secretary of Defense for Public Affairs.

Separation physical?

I am assigned to the 822nd Military Police Co., Chicago, Ill. My unit served in Saudi Arabia from Feb. 9, 1991 to Aug. 23, 1991 under the 800th MP Bde and the 89th MP Bde. on a number of assignments, including Aviation Command, Khobar security, EPW camps and customs.

I would like to see more articles on military police serving in Saudi Arabia. I'm sure the other 70 companies that served with the 800th and countless others that served in the 89th would like to see the same.

You have a fine, informative magazine that deals with everything going on, but I still have one question that has gone unanswered. Why didn't we receive redeployment physicals? We filled out the paperwork, but never got the physicals. I was told to get a chest X-Ray because I served in Kuwait, but I never got one. Did the policy change or was there ever a policy?

Spec. Chris Smith
Rosemont, Il.

Army policy required that Reserve soldiers who were deployed to Southwest Asia take a separation physical before being discharged. They should have had the option to take the physical either in Southwest Asia or in CONUS upon their return. Obviously there were many cases in which, for one reason or another, this did not occur.

According to OCA medical specialists, the first place to seek help is with your own unit. Your company should be able to schedule you for the physical with the medical facility which normally services your unit's needs.

Additionally, to identify and help resolve problems such as this, a Personnel Actions Demobilization Task Force has been organized at the Army Reserve Personnel Center in St. Louis, Mo., to review some 95,000 unit and non-unit records for completeness and accuracy and to ensure separation physicals have been taken. USAR soldiers can contact the team, toll-free, at (800) 545-4399.

You should be happy with our last issue. We featured MPs ... specifically, the 822nd!

Combat training

I write to shed some light on a serious and inherently dangerous flaw in the selection process for combat skills training. This problem occurs with both USAR and active duty soldiers.

I read the article, "Searching the 'Black Holes' of MOUT City" (First Issue of 1991) and liked both the article and the MOUT training concept. At that time I did not express my opinion about the problem, but now I feel I must. Action taken to correct this problem should save lives.

The flaw is that the soldiers who need combat skills training the most, i.e., the infantry, special forces, rangers and the soldiers most likely to do the deadly house-to-house clearing of the enemy, are unable to get that needed training because there aren't enough slots available for the course.

The statement made [in the story] by Spec. Michael Countryman, "Everybody needs to train with weapons and tactics" is absolutely true; but there is a big difference between troops who need the training and those who want it.

The soldiers who need additional skills to survive urban combat situations, as is the case in my unit, need them to live and complete the assigned mission. The ones who want training because "it teaches teamwork and builds NCO and officer confidence in combat," or for "promotion points, prestige, etc," should get that training only after all combat troops have had a chance to take it.

I doubt that the troops of the 103rd COSCOM, or any other similar support unit are destined for front-line urban combat because that isn't their job. My unit is, however, because it is our job.

When training seats are filled with support troops instead of those who

need the training, procedures that govern the selection of attendees need to be reevaluated and revised to reflect combat priorities and the nature of the mission.

With fighting occuring in many urban environments, i.e., Panama City, Beirut, Kuwait City, Osijek-Croatia, Tbilisi (ex-Soviet Georgia) etc., I don't want any of my teammates dying as a result of someone's erroneously perceived need to have support troops trained in urban assault before combat troops.

Special forces or ranger units haven't stressed urban training much, so it may be courses like the MOUT that save our lives.

Cpl. Earl Watson, Jr.
Minneapolis, Minn.

We can appreciate your concerns. Oddly enough, though, Air-Land Battle doctrine envisions the potential for large-scale, rear-area offensive operations by an enemy: the former Soviet Union's Spetznaz, as a recent example. You make the assumption that urban combat will be fought by combat troops. With the bulk of the combat units stretched out across the Forward Line Of Troops (FEBA for you old-timers), that would seem to leave support units to be prepared to fight their own rear echelon combat actions.

No credit for cadets

With the renewed emphasis on the reserve force as a result of active Army troop reductions, perhaps **ARMY RESERVE Magazine** would do an article, on why those reserve members enrolled in the Simultaneous Membership Program do not get credit for their time in the program for pay purposes, retirement points, or for qualification for the Reserve Components Achievement Medal.

E. J. Owen
Washington, D.C.

The biggest reason "why not" is the applicable federal law. As far as pay and retirement points are concerned, Section 2106(c), Title 10 U.S. Code, prohibits adding length of service in senior ROTC programs to other military service for any purpose.

An officer appointed under this section may not be credited with enlisted service for the period covered by his advanced ROTC training.

As to the other part of your question, the Army Reserve Components Achievement Medal is awarded for exemplary behavior, efficiency and fiedelity while serving as a member of an Army Reserve *troop program unit.* It is possible to earn the ARCAM for having met the requirements prior to becoming a cadet, but not as the result of service *as* a cadet. The medal has been authorized since Mar. 3, 1972, for Reservists in the grade of colonel and below, upon completion of four years of qualilfying service. AR 672-5-1 states that service performed in the reserve components of the other services will not be credited for award of this medal.

WO program changes

I wanted to make a couple of quick comments on a story you ran on page 21 of your last issue entitled "Non-resident course for signal warrants available". First, thanks for the plug.

Secondly, there have been a couple of changes of which potential applicants should be aware. To be given credit for validating particular material in one of the ten to 14 subject areas, candidates must attain a 75-percent score now instead of the 70-percent indicated in the article. Also, we are requiring that candidates have 6 hours of college-level English course work.

Anyone with questions should feel free to contact me at Ft. Gordon at DSN 780-8628 or commercially on (404) 791-8628.

CW4 Paul Servatius
WOTTC Program Coordinator
Ft. Gordon, Ga.

Overseas Service Ribbon

It was rather surprising to me during my redeployment from Operation **Desert Storm**, that there had been no steps taken to authorize [us] the wear of the active duty "Overseas Service Ribbon". During preparation of our DD214s, we were told we were "not authorized the wear of the OSR".

It seems that the USAR would at least have made an effort to ensure its award, if only for "morale purposes". It must, at least, have been anticipated

Adjust fire!

Biff — Oof! Sock — Yikes! — Bam — Ouch!

Alright, already! Cease and desist! You're right — we were wrong!

After the response to SSgt. Thomas Fisher's letter on SGLI benefits ran in the last issue, we received more mail about it than on any other item in recent history.

In short, we blew it. The maximum amount of benefit is no longer $50,000. **It was increased to $100,000 in April of 1991.** We also addressed "part-time" coverage as being available for a reduced premium amount. The appropriate language there should have been *"Non-drilling members (generally IRR and IMA soldiers) can purchase "part-time" coverage at $8 per month for $100,000 of coverage."*

Our closing comment, addressing the potential overpayment of premium, is also incorrect effective with the April 1991 change. If you are paying $8 per month, you are either a soldier on active duty or a soldier assigned in an IDT drill status, assuming you opted for the maximum benefit.

To the literally hundreds of readers who took the time to call or write to point out error, thank you. We can only claim protection under the rules "Murphy's Law". If it can happen, it will. It did.

We do appreciate your interest in it and the opportunity to run this correction. We hope it serves to help quell any local insurrection brewing at your reserve centers brought on by our bad research. — *Editor*

that Desert Storm Reservists would not complete a six-month overseas tour; why was not an exception sought? We did serve for four months in Germany as a vital component in the care of returning Gulf casualties.

Though we served in a "non-combat" zone, our mission was as essential as those on the front lines and they are eligible for the Southwest Asia Service Medal along with Saudi and Kuwaiti awards? Why weren't steps taken to cover us?

SSgt. Michael T. Scahill
Lansing, Ill.

There are initiatives to recognize Reservists in your position underway, but as of now it is not clear how well they will be received. Just for reference, the Overseas Service Ribbon requires "successful completion of an overseas tour" and will not be awarded in cases where another U.S. award covers the same service. Since soldiers who deployed into the zone are eligible for the Southwest Asia Service Medal, they are not eligible for the OSR. Reservists are eligible, providing they meet the definition of "normal overseas tour completion" outlined by AR 614-30. The hook in all this is that your overseas duty currently does not meet the "normal" criterion.

Leave anachronism

I've been struggling to draw attention to an anachronism affecting Reservists who are federal employees for many months now. The condition adversely impacts their personal and leave time and thought I would bring it to the attention of your readership. It is a situation which needs to be corrected, in my opinion.

The difficulty centers around Title 5, U.S. Code, Section 6323 (a)(1) which provides 15 days of paid leave for various government employees who are reserve members.

The benefit was codified when both civil service and postal workers were paid on a 30-day month and a 360-day year. Years later, the federal government adopted an 8-hour day, 40-hour week. The provisions of Title 5 never changed, however.

Therefore, a government employee ordered to active duty which includes an intervening weekend, will use two days of the 15 available for a Saturday and Sunday. In effect, federal employees only get 13 of the 15 days originally intended by Congress.

Perhaps the troublesome Title 5 provisions will someday get the same attention and correction that the Soldiers' and Sailors' Civil Relief Act finally got after 30 years. Of course, that took a war.

SSgt. Charles Stanphill
Tulsa, Okla.

Promotion certificates

Several years ago you published an address where reserve officers could write to receive a certificate suitable for mounting when promoted.

I am about to be promoted to colonel and would like to have that address, if you could provide it again.

Lt. Col. Ronald C. Pare
Woodlands, Texas

We can and we will, especially since there are like large number of interested members out there. Get your pens and paper ready. Make your requests to: Commander, ARPERCEN, Office of Promotions-RC, ATTN: TAPC-MSL, 9700 Page Blvd., Bldg. 1000, Room 4380, 4F20, St. Louis, MO 63132. Be sure to include a copy of promotion orders with your written request. Issue of the certificates is not automatic.

Overseas Service Bar?

I'm asking for your help in finding out if all or some of the G.I.'s who served in the Persian Gulf will be able to wear the Overseas Bar. Some people say to wear it, but I want to be sure.

I received activation orders for Saudi Arabia on Nov. 12, 1990, and deployed overseas on April 26, 1991. I volunteerd to go [to the Gulf] with the 298th Transportation Co. of Franklin, Pa., where I served as a fuel handler. I am also a Viet Nam vet and I would be proud to wear the Overseas Bar on my sleeve.

SSgt. Donald J. Whetzel
Jefferson, Pa.

An Overseas Bar can be worn by any soldier who has spent six months plus a day in a designated combat zone. There is no time waiver on the requirement according to the regulations. For more information, you contact Maj. Ieons, chief of the award inquiries section with the Personnel Actions Directorate at ARPERCEN, on (314) 538-2485/86 or 2716.

Amo, amas, amat

I try to ignore the many typographical errors appearing in the current volume [sic] of ARMY RESERVE Magazine. However, as one whose mother tongue is English, I cannot ignore the error contained on page 19 which refers to "an ... alumni" when referring to General Sullivan, the Chief of Staff.

I don't mean to be carping, but I have great pride in the U.S. Army, the Army Reserve and in the publications associated with my service.

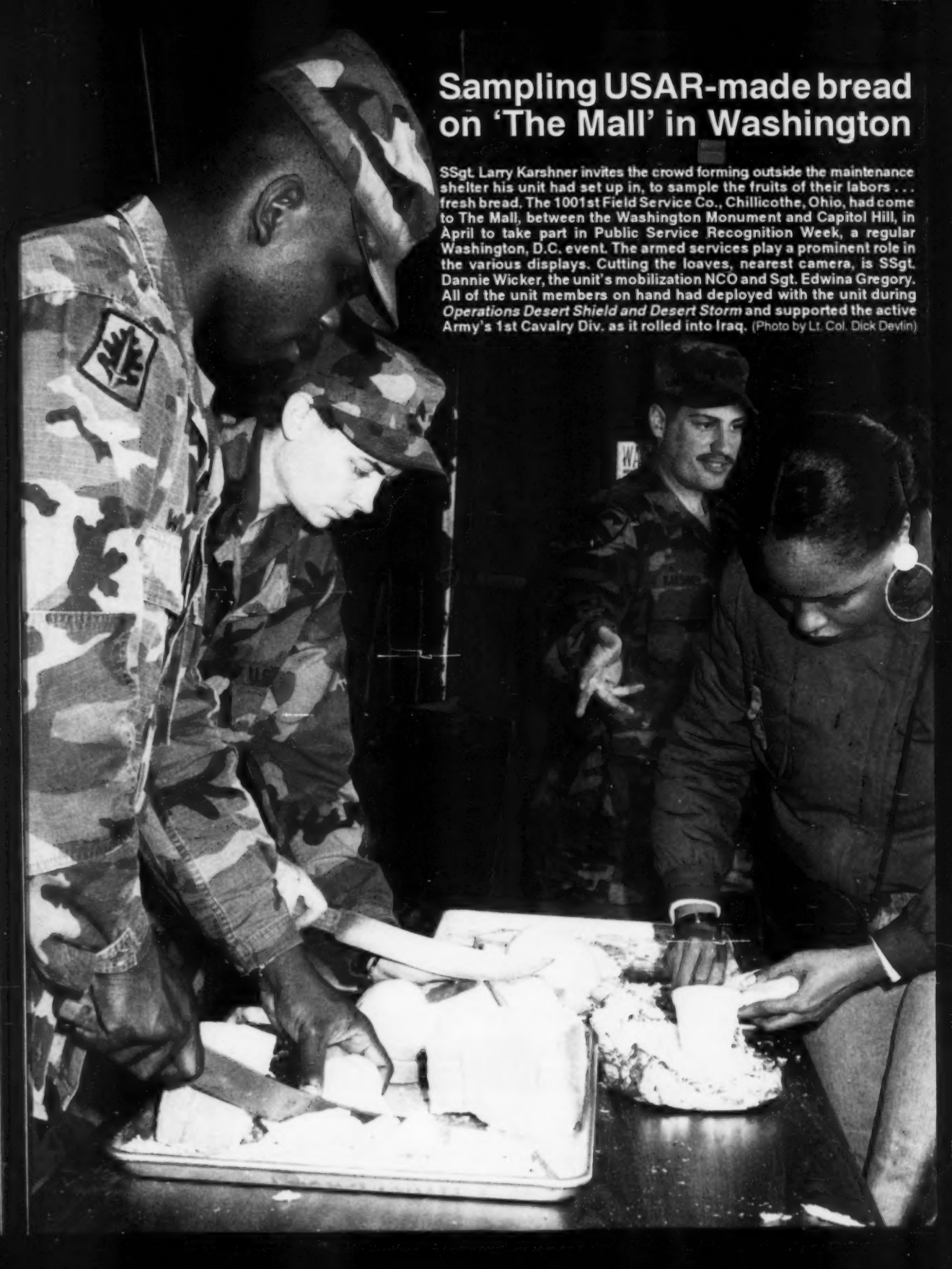
Lt. Col. W. Patrick Resen
San Ramon, Calif.

You got me and is my wrist sore! I've just returned from the blackboard after a marathon remedial session declining Latin nouns for Sister Marie-Louise. Oi vey, already - alumnus, alumna, alumnum. I do love it when I get to write "alumnibus" though.

I do vaguely recall that there cannot be any such thing as "an alumni" since the noun form is plural in Latin and cannot take a singular article. Latin? I thought we were talking about English here. Well, about all I can do is apologize and accept the fact that the error is mea culpa; mea maxima culpa.

By the way, your passing courtesy copies of your self-proclaimed non-carping to the CSA and CAR was a nice touch.

Sampling USAR-made bread on 'The Mall' in Washington



SSgt. Larry Karshner invites the crowd forming outside the maintenance shelter his unit had set up in, to sample the fruits of their labors . . . fresh bread. The 1001st Field Service Co., Chillicothe, Ohio, had come to The Mall, between the Washington Monument and Capitol Hill, in April to take part in Public Service Recognition Week, a regular Washington, D.C. event. The armed services play a prominent role in the various displays. Cutting the loaves, nearest camera, is SSgt. Dannie Wicker, the unit's mobilization NCO and Sgt. Edwina Gregory. All of the unit members on hand had deployed with the unit during *Operations Desert Shield and Desert Storm* and supported the active Army's 1st Cavalry Div. as it rolled into Iraq. (Photo by Lt. Col. Dick Devlin)

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